

# Public Works *Digest*

*In this issue:*

## Housing



# Public Works *Digest*

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## U.S. Army Installation Management Agency

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The 2005 PHMA Army awardees with presenters: (Left to right) Kenneth Preston, Sgt. Maj. of the Army; Pam Hirota, Outstanding Employee; Min Hui Kim, Outstanding Employee; William Armbruster, DASA(P&P); PHMA President Michael W. Johnson, Rear Admiral, CEC, USN (Ret); Joe Whitaker, DASA(I&H); Col. McNulty, accepting for Ping H. Chan, Outstanding Mid-level Housing Manager; and Rudolf Leykauf, Outstanding Senior Housing Manager.

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## LETTER FROM THE EDITOR



**O**ur government's leaders are finally putting quality-of-life issues for our Soldiers at the head of the domestic spending agenda, even before health research, education and other social programs.

Articles in the Housing section of this issue of the *Public Works Digest* explain how Soldiers who live in barracks will see significant improvements as early as this spring when the Installation Management Agency (IMA) will start executing a \$250 million program to identify and upgrade the existing barracks most in need. Twelve Army installations have already been identified and \$96 million slated for their barracks upgrades, while the remaining \$154 million will be used for improvements at other posts later this year.

Also in the Housing section, ACSIM Facilities Policy Division's Bill Eng explains why RCI doesn't count and how conservation can pay for Soldiers. ACSIM Housing Division's Les Bergen details how the Army programs for barracks modernization, Tom Liedke tells us of performance-based opportunities resulting from Housing privatization, and Brigid O'Connor explains how OSD calculates the sustainment requirement.

Many of our Army installations are very proud of the success they are having with their housing projects and programs and have submitted articles to share with the *Digest* audience. You can read about how Fort McPherson is powering its officer's quarters with fuel cells; the Military Ocean Terminal at Sunny Point has upgraded and revamped an unsightly, outdated facility to accommodate audiovisual and mail distribution offices, addressing security concerns in the process; and Fort Bragg has built some new barracks with an Aero Medical Facility unique to aviation brigades. Other articles in the Installation Successes section include the new barracks being built at Chievres Air Base in Belgium that will possibly house not only Soldiers, but Airmen, Sailors and Marines; Rock Island Arsenal's new school age center which provides before and after school care for children; the National Museum of the United States Army to be built at Fort Belvoir; and the many historic buildings and structures requiring specialized care and maintenance at West Point.

Once again, Housing managers got together for the annual Professional Housing Managers Housing Association's (PHMA's) conference in Denver, Co., in January. Army Day saw each of the military services present briefings and seminars on current Housing issues facing their particular services. The PHMA program also featured a Service Senior Enlisted Panel where the top senior enlisted service member from each service had a chance to address the conference attendees. The Army was represented by the Sgt. Maj. Of the Army, Kenneth O. Preston, whose comments stressed the Army's commitment to repairing and improving barracks for enlisted Soldiers.

While I missed the PHMA conference due to a bout with pneumonia, I did attend the 9th annual USACE Workshop in Baltimore, Md. Held in conjunction with the Black Engineer of the Year Awards Conference, this workshop is an effort to attract future engineers to USACE ranks. The big attraction was the opportunity to mingle with and ask questions of senior Corps executives, including the Chief of Engineers, LTG Carl A. Strock. Please read my summary of this important event in the Professional Development section.

Finally, please note that the back page of this *Digest* contains the 2005 Earth Day Message from the Army Chief of Staff and the Secretary of the Army. Please take a moment to read it and rededicate yourself to being a steward of our environment as is our mission. While we celebrate Earth Day only in April, we should be good stewards every day of the year. As always, the May/June issue of the *Digest* will be dedicated to the Environment and we look forward to hearing from you by April 29.

Until next time...

*Alexandra K. Stakhiv*  
Alexandra K. Stakhiv, Editor, *Public Works Digest* **PWD**



# Army Day 2005

by Paul Christensen and Zelideh Roedan

The culmination of the 2005 Professional Housing Manager Association Annual Professional Development Seminar in Denver was "Services Day." On this day, each of the military services presented briefings and conducted seminars relating to housing issues relevant to their particular service.

Army Day began with a warm welcome by George F. McKimmie, Chief of the Army Housing Division, and Col. Mark Loring, Director of the Facilities and Housing Directorate, Office of the Assistant Chief of Staff for Installation Management, (OACSIM), who introduced Sergeant Major of the Army (SMA) Kenneth O. Preston.

SMA Preston has served as the 13th SMA since January 2004 and travels throughout the Army observing, training and talking to Soldiers and their families. Speaking about Transformation and what it means to the private first class, Preston said Transformation is a means of improving predictability of unit training and mission assignments and providing stability through increased tour lengths for our Soldiers and their families.

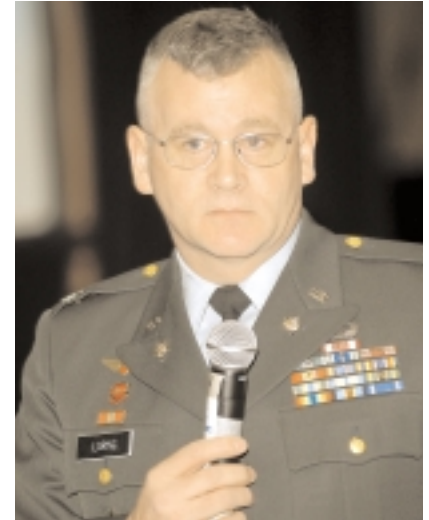
Providing predictability and stability will be "key" to continuing to maintain an all-volunteer force, Preston continued. Predictability and stability will result through Modularity as the Army emphasizes operational capability through Brigade Combat Teams (BCTs) and grows the number of BCTs from 33 to 43, rebalances the force to address shortages and

overages in various skills needed for various mission scenarios, and adds 30,000 soldiers to the Army's end strength. These changes will result in Soldiers being stabilized within units and installations for much longer periods of time.

All of this is being done while the Army is engaged with the global war on terrorism, Preston explained. This is the Army's largest reorganization and change since World War II. Stabilization of Soldiers and their families for increased periods of time will mean quality-of-life initiatives such as housing for families and barracks for unaccompanied Soldiers will have significant impacts on morale, recruitment, and retention.

The second key note speaker, Joseph E. Whitaker, Deputy Assistant Secretary of the Army (Installations and Housing) provided the Army Headquarters and Secretariat briefing to the audience. Whitaker is the senior career person within the Army Secretariat responsible for the Army's worldwide installations and housing structure. He spoke on a variety of issues to include: interaction with various congressional committees; various areas that affect installations; resourcing our Army installations' Military Construction, Operations and Maintenance, Army Family Housing Construction, and Army Family Housing Operations and Maintenance; energy conservation, and modularity among other things.

With the limited resources available, Whitaker indicated that it was important to look at the facility inventories and get rid of the excess. He stressed that housing careerists who plan on applying for housing positions in the grades of GS-12 through GS-15 must now have experience or training on private-sector business practices as a requirement for advancement in the career field. In addressing unaccompanied personnel housing (UPH) issues, Whitaker said that the furnishings for UPH will continue to be centrally managed and installations should ensure



Col. Mark Loring, Director of Facilities and Housing, ACSIIM, introduces the 13th Sgt. Maj. of the Army Kenneth Preston to PHMA participants.

they program furnishings for the administrative buildings and include the cost on the DD 1391. He also mentioned that there is a plan being prepared for mobilization/demobilization complexes that would address the problems that have been encountered at these locations. Mr. Whitaker concluded his talk with a personal thanks to all.

Col. James Duttweiler, Director of Public Works (DPW), Fort Campbell, Ky. presented an excellent discussion of a DPW's perspective on change as a result of the Residential Communities Initiative (RCI). Fort Campbell's housing inventory transferred to a private developer in December 2003. During the initial development period, 700 quarters will be renovated and 340 sets of new quarters will be constructed.

There have been many positive effects, starting with the placement of seven community manager offices within the neighborhoods, Duttweiler explained. This has facilitated the check-in/out process and improved interactions between management and the residents. Amenities in the project include community centers, bike and jogging trails, and area beautification to improve landscaping and fencing.

The RCI partner, Actus Lend Lease, has helped sponsor events with the



Participants listen to presentations on current housing issues.

# PHMA program features Service Senior Enlisted Panel

by Suzanne Harrison

A highlight of the Professional Development Seminar (PDS) XVII agenda remains the Service Senior Enlisted Panel as illustrated by the overwhelming attendance by conference attendees and top senior enlisted Service member representatives.

Another awe-inspiring and successful Service Senior Enlisted Panel was held after the combined services luncheon on Thursday, 27 January 2005, in Denver, Colorado. This program featured the top senior enlisted Service member from each military service. Hosted by George McKimmie, Chief of Army Housing, the panel provided a direct link between the PHMA Defense Housing Managers and

their Senior Enlisted Leadership.

This year's format began with a brief introduction of the panel members, a follow-on comprehensive question and answer session, and closing remarks by each of the Service representatives. The discussion at this year's Service Senior Enlisted Panel Q&A focused on a variety of issues to include unaccompanied housing management, accolades for the improvements occurring in privatized family housing, how the Services are addressing barracks privatization, housing entitlements and the affects of increased OPTEMPO on Soldiers, Marines, Sailors, Airmen, Coastguardsmen and families.

Representing the Army was Sergeant

Major of the Army Kenneth O. Preston. Sworn in as the 13th Sergeant Major of the Army, he just celebrated his first year in the position on 15 January 25, 2005. This was Preston's second appearance at PHMA with last year's trip being his first TDY as Sergeant Major of the Army.

A native of Mount Savage, Maryland, Preston entered the Army in June of 1975 and attended Basic Training and Armor Advance Individual training at Fort Knox, Kentucky. He has held a variety of leadership positions throughout his career ranging from cavalry scout to command sergeant major.

As Sergeant Major of the Army, Preston serves as the Army Chief of Staff's

(continued from previous page)

community such as Earth Day, Easter Activities, Cinco de Mayo, installing a temporary ice-skating rink, Family Fun Day, and National Night Out. Duttweiler indicated that some of the challenges that come with RCI are dealing with the "haves" and "have mores." It will take some time for all housing to be renovated or new housing to be built. Soldiers want to know why different amounts of rent are being collected for similar houses.

In addition, Duttweiler pointed out that it will be important to see how the RCI programs compare among installations as part of the Common Levels of Service.

This year, the Army chose to break out into three sessions in the afternoon with workshops conducted to address Army Family Housing, Unaccompanied Personnel Housing, and the Residential Communities Initiative. Representatives from the Army Secretariat, Army Staff, and IMA Headquarters provided information to the various breakout sessions.

The Army Service Day concluded with the evening Awards Banquet. Rudolf Leykauf was recognized as the 2004 Army Outstanding Senior Housing Manager. Ping H. Chan was recognized as the 2004 Army Outstanding Mid-level Housing Manger. Min Hui Kim and Pam



*The 2005 PHMA Army awardees with presenters: (Left to right) Kenneth Preston, Sgt. Maj. of the Army; Pam Hirota, Outstanding Employee; Min Hui Kim, Outstanding Employee; William Armbruster, DASA(P&P); PHMA President Michael W. Johnson, Rear Admiral, CEC, USN (Ret); Joe Whitaker, DASA(I&H); Col. McNulty, accepting for Ping H. Chan, Outstanding Mid-level Housing Manager; and Rudolf Leykauf, Outstanding Senior Housing Manager.*

Hirota were recognized as co-winners of the 2004 Army Outstanding Employee award. The Army was also recognized as the winner of the "2004 Parade of Housing" display. These displays represent a pictorial story of the outstanding efforts each service has made in providing quality family housing, barracks and services to Soldiers and their families.

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Paul Christensen and Zelideh Roedan are housing specialists in the Army Housing Division, ACSIM.

(This article is reprinted from *Defense Communities*, Mar/Apr 2005.) PWD

*(continued from previous page)*

personal adviser on all enlisted-related matters, particularly in areas affecting Soldier training and quality of life. He has traveled over 278,000 miles throughout the Army this past year observing training, and talking to Soldiers and their families. He sits on a wide variety of councils and boards that make decisions affecting enlisted Soldiers and their families and is routinely invited to testify before Congress.

Throughout his 29-year career, he has served in every enlisted leadership position from cavalry scout and tank commander to his current position as Sergeant Major of the Army. His most recent assignment was as the command sergeant major for Combined Joint Task Force 7 serving in Baghdad, Iraq.

Preston's remarks included the fact that our Army is large and he's traveled hundreds of thousands of miles this past year visiting Soldiers and installations; we need to continue to maintain our all-volunteer force, and recruiting and retention will be evaluated closely as housing continues to play a major role; the Secretary of the Army and Chief of Staff of the Army support the Residential Communities initiatives and the barracks 1+1 program; and, the Army is committed to repairing the poor condition barracks for our enlisted Soldiers at our U.S. installations this calendar year. He further stated that Soldiers feel

a sense of home when they come to Army installations and reminded us to keep the Soldier as the centerpiece of our endeavors.

We also welcomed back the Sergeant Major of the Marine Corps, Sergeant Major John L. Estrada, who explained how safe, quality and affordable housing are significant factors in the quality of life for the Marine Corps. As Housing affects readiness and retention, Estrada is extremely satisfied with the privatized Housing programs.

Representing the Navy was Command Master Chief Bernard R. Jacques, Commander, Navy Region Southwest. Jacques said that the Navy has exceeded retention goals and that a significant piece of this success is owed to quality living conditions. He also stated that the Public Private Venture (PPV) is the way they will get Sailors ashore and this will be a great success for the single Sailors.

Command Chief Master Sergeant of the Air Force Material Command Jonathan E. Hake represented the Air Force. Hake stressed how the strength of our Armed Forces depends on America's sons and daughters. Take care of them and give them the quality of living they deserve, he said.

The Coast Guard was represented by Command Master Chief of Maintenance and Logistics Command Pacific Patricia A. Stolle. Stolle commented that even while the work for improving housing is happening every day, the Coast Guard still has a

lot of old housing. The younger Coastguardsmen, the 18-19 year olds, do not have as high expectations when it comes to quality of apartment they could get when living on the economy, she said. The challenge is to direct them into quality housing for the Basic Allowance for Housing value they receive versus spending it on other amenities. The Coast Guard

is waiting for the other Services to move forward with their privatization projects and would like to partner with them also, she concluded.

All the Service representatives thanked the military Housing professionals for the work they do on a daily basis to improve the lives of our Service members and their families. Each one announced immense accolades to the significant improvements to the living conditions for our Service members, which is ongoing across the United States with the privatization and construction programs.

PHMA was very fortunate and honored to have the top enlisted members attend one of our most popular seminars at PHMA PDS. These highly decorated military professionals epitomize the quality Americans our Services attract to defend the freedoms we enjoy on a daily basis. Between preparing to brief Congress on their respective Services for the budget submittals, competition with other DoD program seminars and conferences, and winning the global war on terrorism, this continued support from each of the senior members and attendance at our conference validates the backing we all have at the top of our Services for the lodging, family and unaccompanied housing programs. We sincerely appreciate this continued support and value the time they were able to give to this year's professional development seminar.

If I had to summarize the comments from our senior enlisted Service members in a few bullets, I would pick these:

- Service members and families have the right to live in decent, safe, and sanitary housing and have quality maintenance repairs performed in a timely manner.
- The quality of our military Service members' homes need to match the quality of their service to our Nation.
- Take care of our Nation's sons and daughters.

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Suzanne Harrison is the Chief, Unaccompanied Personnel Housing, Army Housing Division, ACSIM.

*(This article is reprinted from Defense Communities, Mar/Apr2005.)* **PWD**



*Sgt. Maj. of the Army Kenneth O. Preston (left) and ACSIM Director of Facilities and Housing Col. Mark Loring listen to presentations during Army Day.*





## Army to renovate barracks, improve quality of life

by Eric Cramer

Soldiers living in barracks will see big improvements beginning this spring as the Army's Installation Management Agency begins to execute a \$250 million program to identify and upgrade the Army's most deficient barracks.

The funding was made available as a short-term fix to improve 177 barracks that were identified as "red," or substandard under the Installation Status Report. The plan is to upgrade those facilities from red to amber within a year.

"This funding gives IMA one more way to improve quality of life for our Soldiers," said Philip E. Sakowitz, deputy director of the Installation Management Agency. "It's not the end of the story, of course, and our plan is to spend about \$260 million a year to sustain barracks facilities."

Sakowitz said IMA has been steadily building and renovating barracks under a long-term \$10 billion program. In the past two years, many barracks upgrades have been accomplished while units are deployed in support of the Global War on Terrorism.

"Now we can tackle the barracks that need the most attention first," Sakowitz said.

Sgt. Maj. of the Army Kenneth O. Preston said the Army's goal is to take care of Soldiers. "We're already taking good care of our Soldiers, this gives us a chance to do it better," Preston said. "The American Soldier deserves the highest standard of living whether they're married or single. The barracks isn't just room and board to our single Soldiers, it's their home."

George Lloyd, a strategic planner for Unaccompanied Personnel Housing, said the Army has identified 177 barracks buildings that require changes. He uses the medical term "triage" in which the most serious cases are treated first.

"We'll be working on those facilities that need the most work beginning in April 2005, and hope to finish up by September 2006," Lloyd said.

He said the Army has allotted about \$250 million a year, above its normal building and maintenance budget, to the improvement program.

During the renovation process, some Soldiers will be moved out of barracks and off post. Those most likely to be affected during the renovations are "geographic

bachelors" – Soldiers at locations remote from their families.

Lloyd said some junior enlisted Soldiers may also be authorized Basic Allowance for Housing while renovations of their barracks are under way.

"We've identified about 20,000 individual Soldiers' units we feel are critical, or 'red,'" Lloyd said. "Our goal is to make them more liveable, get them to 'amber' and then renovate to meet the 1+1 standard that is our goal." He said the 1+1 standard will provide a home-like atmosphere for Soldiers in the barracks environment.

"The 1+1 standard provides a two-bedroom module for every two junior enlisted Soldiers, and each noncommissioned officer is assigned individually to a two-room module," Lloyd said. "We haven't achieved that standard Army-wide yet."

He said the Army has finished about \$6 billion of a scheduled \$10 billion in improvements to reach the 1+1 standard.

*Eric Cramer writes for the Army News Service.*

**PWD**

## 12 posts to get first barracks improvements

by Stephen Oertwig

Twelve installations have been identified for the initial stage of the Army's \$250-million Barracks Improvement Program. Installations identified to lead the Barracks Improvement Program are: Fort Wainwright, Alaska; Fort Gordon and Fort Stewart, Ga.; Schofield Barracks, Hawaii; Fort Riley, Kan.; Fort Campbell, Ky.; Fort Polk, La.; Fort Bragg, N.C.; Fort Drum, N.Y.; Fort Hood, Texas; Fort Eustis, Va.; and Fort Lewis, Wash.

About \$96 million is needed to improve conditions in permanent-party barracks at the 12 installations, an Installation Management Agency official said. He said that would leave about \$154 million in the program for later this year to improve living conditions at other posts for single Soldiers living in permanent-party barracks.

"This will make a huge difference in the quality of life for Soldiers," said Maj. Gen. Ronald L. Johnson, director of the Installa-

tion Management Agency. "The immediate funding is not intended to fully renovate any barracks – the first priority is to remediate the most serious problems so every Soldier has a safe place to live."

Correcting life, health and safety problems is the primary focus, IMA officials said. Barracks Improvement Program goals also include mold and mildew removal; repairing or replacing damaged heating or air conditioning systems; fixing water leaks; and ensuring all toilets, showers and plumbing are in working condition. Painting of buildings and repair of doors and windows to improve living conditions is planned.

"IMA is uniquely positioned as the single overseer of installations to see that this money gets spent in the right places and for the right things to make a real difference for Soldiers," Johnson said. "The Army has committed about \$250 million a year to

repair and maintain facilities to make sure they don't fall into disrepair again."

The Army estimates it will cost about \$250 million to improve life, health and safety standards in all barracks identified with serious deficiencies.

The Army has focused on improving Soldiers' living standards for more than 10 years, and steadily has been building and modernizing barracks under a \$10 billion construction program, an IMA official said. He said the Army has requested \$716 million in fiscal 2006 to continue barracks modernization.

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*(Editor's note: Information taken from an IMA news release.)* **PWD**



# Why RCI doesn't count and how conservation can pay off for Soldiers

by William F. Eng

**R**esidential Communities Initiatives, or RCI as it is more commonly known, is an ambitious program that leverages scarce appropriated funds, existing housing assets, and the Soldier's Basic Allowance for Housing (BAH) to obtain private sector capital and expertise to eliminate inadequate military housing. All of this is great for our well-deserving Soldiers and their families, but it does create confusion when it comes to counting electrical energy and potable water used by installation residents, refuse collected in the housing, and the qualified materials recycled from this solid waste.

Although the DPW may be selling utility services to the RCI project on your installation, the kilowatt hours of electricity, the thousands of gallons of water provided, the tons of refuse collected and disposed of, and the materials recycled, may not be counted as part of the installation's performance metrics reported in either the HQRADDs or SWARWeb systems. This is based on the private ownership status of the RCI housing.

The Army Real Property Inventory database is adjusted to show this private ownership status when family housing assets are transferred to or constructed by RCI. Accordingly, the installation RADDs

POC should double-check to ensure that RCI housing square footage is not used in the calculation which determines the Btu's per square foot of occupied building space that is reported in RADDs.

This policy not to count utility usage within RCI housing was just issued by ACSIM (DAIM-FD) memorandum, Utilities Usage Reporting at Installations with RCI Housing, dated 22 December 2004. A copy is posted on the Army Energy program Internet Home Page and the DENIX SWARWeb page (See Sidebar). The ACSIM policy is entirely consistent with two earlier policy memoranda from the Assistant Secretary of the Army for Installations and Housing ASA(I&E), both dated 5 May 2004: (1) Utility Services Reimbursement Policy for Residential Communities Initiative (RCI) Partnerships and (2) Army Residential Communities Initiative (RCI) Utility Policy.

The first ASA(I&E) memorandum deals with the business arrangement between the installation and RCI for the sale of, and reimbursement for utility services provided to the partnership. The second ASA memorandum sets the policy for responsible utility use by the residents of RCI housing. Under this policy, utility usage within a utility allowance established at each RCI

project for the different types of building configurations will, in most cases, be covered by the resident's BHA. Essentially, rebates will be paid to residents who conserve below the utility allowance established by the project. Conversely, residents will pay out-of-pocket for excessive usage.

In regards to refuse or municipal solid waste (MSW) and materials recycling, collection/disposal services provided by the installation to RCI, this data will also be excluded in the SWARWeb data that represents the installation's solid waste generation or waste stream diversion from landfilling or incineration through recycling, recovery or reuse techniques.

Army installations in CONUS that still have their own MSW landfills, have an RCI project, and provide solid waste disposal / recycling services to that RCI project, may have a hard time meeting State reporting requirements using the SWARWeb system under the new policy discussed earlier in this article. OACSIM is hoping to make modifications to the SWARWeb program to allow installations to track and report separately any RCI-related MSW and recycling activities. After these changes are made, the affected installations will be able to report installation data up to Army/DoD headquarters, and be able ➤

## HQRADDs

HQRADDs is the acronym for Headquarters Redesignated Army DUERS Data System and the official Army installation energy consumption database of record. The acronym within the acronym, "DUERS," stands for Defense Utility Energy Reporting System. Every installation is responsible for inputting accurate energy monthly into HQRADDs, so that unforeseen changes in energy usage can be spotted and appropriate steps taken to regain control over consumption and costs. The Army's annual Energy Report to the Office of the Secretary of Defense and the Congress relies a great deal on HQRADDs.

Read more about HQRADDs on the Army Energy Program home page on the ACSIM web site; however, access to the system is restricted to authorized users. <http://hqda-energy policy.pnl.gov/reporting/hqradds.asp>

## SWARWeb

SWARWeb is the acronym for Solid Waste Annual Report, Web-based and the official Army installation solid waste and recycling database of record. SWARWeb is a tool for tracking and reporting solid waste information on Army facilities. SWARWeb eliminates the need for installations to enter data into more than one system. It serves as a flexible data tracking and analysis tool at the installation-level, as well as a reporting tool to provide data to higher-levels. Data from SWARWeb is merged with other environmental data for the Army's annual Environmental Quality Report (EQR) to OSD and the President. SWARWeb also provides data for Service No. 60, Refuse Removal in the Installation Status Report (ISR), Part III – Services.

Read more about SWARWeb on the DENIX web site, however, access to the system is restricted to authorized users with DENIX access. <https://www.denix.osd.mil/denix/DOD/EITM/SWARWEB/swarweb.html>





# How the Army programs for barracks modernization

by Les Bergen

The Barracks Modernization Program started with FY 1994 MCA funding, initially planned to modernize all barracks in CONUS by FY 2008. Over time, the standards have improved a couple of times from 2-person rooms (FY94-95) to private rooms to the now 2-bedroom apartments. OMA-funded modernization of 1970s VOLAR and historic barracks was added in FY 1997; MCA replacement of “temporary” 1950s Quonset huts in Korea was funded starting in FY 1995; and funding for barracks in Europe started in FY 1997.

Where we replace 1950s and 1960s barracks in the U.S., replacement of embedded company mess halls, and brigade, battalion, and company headquarters with modern brigade dining facilities, headquarters, and company operations facilities is also required.

The \$10 billion program has long been planned to complete funding by FY 2008, and sufficient funds have been provided to accomplish that with the barracks population of 2000. However, in recent years, more enlisted Soldiers have been authorized in the U.S., and they are being promoted to sergeant about 1 to 2 years earlier (thus younger) than in the past – so a higher percentage of them are single without dependents. As a result, the barracks population in the U.S. has increased by 13.5% since 2000, even before the current Army Modular Forces and global repositioning initiatives. The goalposts moved, so it will take a few more years to complete the buyout.

Barracks for increases due to Army Modular Forces will add another couple of billion in requirements, and global repositioning will add still more.

## “Real World” vs. Program

Installation and IMA staff frequently point out that we program for fewer barracks than required in the “real world.” That’s often right for several reasons.

- We are permitted by law to program only for single Soldiers without dependents, which means we can’t fund barracks for geographic bachelors or non-custodial parents (those divorced or never married and paying child support). Often, even unit leaders are unaware of all the non-custodial parents and wouldn’t permit a single private to live off-post under any circumstance.
- For the past few years, many units have been as much as 110% of authorized strength – we program permanent facilities only for authorized strength.
- Installations may have higher authorized strength now than in 2009 – RPLANS allowance is based on the last year in the ASIP.
- We program permanent party barracks for PCS students, but not TDY students.
- The ASIP population data is calculated automatically for Army MTOE and TDA units; however, it must be manually



Fort Bragg grand opening of barracks complex for 1st Bde, 82nd Div, September 2003.

entered by the garrison for non-Army service members.

We rigidly apply the RPLANS allowance to determine requirements, but then work with installation master planners to use best judgment on how to meet that requirement. Reasons for sticking with the standard database are to avoid Army and Congressional politics on how much to program. It is a point of pride that we treat installations with 3-star commands and those with key Congressmen the same as “Fort Swampy” in determining requirements. That adherence to RPLANS also assures that we pass muster with GAO or AAA audits.

What can a garrison do to assure its fair share of barracks? The single most important factor that the garrison staff can control is to assure the ASIP input is accurate. Many installations house sailors, marines, or airmen or even coast guard mem-

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to report installation and RCI-related data to state and local governments.

When all is said and done, RCI housing is a boon to the installation and the Soldiers and families assigned to those housing units. By conserving utilities, Soldiers may even get a rebate for the unused portion of their consumption below the established utility baseline allowance.

Installation reporting of utility energy usage and solid waste generation becomes a little more work, but systems are in place or soon will be to help.

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William Eng works at HQDA, ACSIM on utility issues, specifically solid waste, recycling, water and wastewater. **PWD**



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bers. Those requirements must be updated manually by the garrison – most commonly by the Resource Management staff, but in other staffs at some installations.

What's changing? The Secretary of the Army has decided that we will gradually treat SSG/E6 the same as senior NCOs as they PCS to new installations in the U.S. They will draw BAH to live off-post. At this time, implementation instructions are pending. We will no longer program barracks for SSGs in the U.S.

As mentioned, the modernization program will now buy out after FY 2008. Several required projects were not funded in

the current FYDP. The priority of funding is to previously validated projects that add capacity at installations anticipated to gain population due to Army Modular Forces restructuring. Project prioritization may change again after BRAC decisions are announced later this year.

There will be no bottom-up requirements analysis this year, as there is no funding for additional projects other than those needed to implement transformation initiatives. With rare exceptions, the requirements validated in POM 06-11 and projects funded in FY 2006 President's Budget FYDP will remain for projects not validated for those new initiatives. Next year, we'll go back to complete analysis of all projects for POM 08-13 leading to the FY 2008 President's Budget. It will be interesting to determine the interplay of the still increasing unaccompanied rates, offset by the changing E6/SSG policy.

Bean-counting 101: RPLANS barracks allowance process (process

used from 1996 through current FY 2006 President's Budget for installations in U.S., based on 50% SSG in barracks):

- RPLANS uses last year of ASIP (FY09 for 2003 ASIP & RPLANS, used to develop POM 06-11, and its product, the FY 2006 Presidents Budget FYDP).
- ASIP shows authorized strength of all permanent party enlisted Soldiers, based on TDA and MTOE at ALO level approved by HQDA G3 in their TAADS & SAMAS data bases.
- RPLANS (1) breaks out the total enlisted authorized strength by pay grade groups (E1-E4, E5, E6); (2) then applies DEERS database unaccompanied rates for each installation from a snapshot date, last year it was 31 Mar 2003, to authorized strength for each pay grade group.
- Each E5-E6 authorized 2 spaces, but we program for 50% of E6s.
- OACSIM subtracts spaces for Soldiers adequately housed off-post at each installation, based on DFAS data in November 1997, which is considered "steady state" off-post housing.

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Les Bergen is a housing specialist in the Army Housing Division, ACSIM. **PWD**



1st Brigade, 82nd Airborne Division barracks at Fort Bragg,



View from 4th floor balcony of 1st Brigade barracks complex with Brigade headquarters at end of parade ground.



High-rise barracks under construction at Schofield Barracks, HI.



# Outcome/performance-based opportunities as result of Housing privatization

by Thomas R. Liedke, Jr

**M**ilitary Housing Privatization Initiative (MHPI) Legislation has eliminated many cumbersome rules and processes and provided a great opportunity to manage the housing privatization program from a life cycle and outcome/performance-based approach that better meets the housing needs of military families.

One of the most cumbersome processes to effectively use outcome-based performance measures/management is the annual appropriation system. This system rewards people more for obligating all their funds by the end of the fiscal year than getting the same amount of output for less than the appropriated amount.

Another problem in creating an outcome based performance behavior is what I call the “squeaky wheel gets the most grease” form of funds distribution that is used in some organizations. People that fight for and get higher funding tend to be perceived as strong and effective managers (more input type managers), whereas people that manage and perform within their budgets and do not fight for more funding sometimes are perceived as weak (more output type managers). Unfortunately, because of systemic problems with the current annual appropriation funding process, it is hard to become output or performance focused.

A great opportunity now exists with MHPI to break out of this input focused style of management to an outcome- or performance-based management approach. The portfolio management portion of the Housing Privatization Program is not subjected to the annual appropriation process. This makes it much easier to focus on outcome-based performance measures/management. The key to long-term performance management is creating the right set of “balanced scorecard measures,” setting the right output targets for these measures, and rewarding the individuals and organizations involved for meeting or exceeding output targets.

In general, there are three key Family Housing property management measures:

resident satisfaction, financial performance (a key financial metric generally used by the property management industry is net operating income or NOI), and overall quality of the housing unit and neighborhood.

Assuming that the right output targets are set for these three measures and if the targets are met or achieved in all three areas, military families should be very satisfied with their home and quality Housing should be assured for the long term.

On the surface, this may not seem like much of a change. But enabling people involved in the management of Housing for military families to focus on an outcome or performance approach is a huge and very positive change from the more typical DoD way of using the input or budget driven approach due to the annual appropriation process.

Problems that have occurred in the past when trying to initiate an outcome-based performance management approach include: lack of buy-in from senior leadership, lack of meaningful rewards for achieving output targets, getting buy-in from the key stakeholders on the three to five key measures that should be used, ensuring the chosen measures and output targets will achieve the desired end results (quality housing and neighborhoods and happy residents at a reasonable cost), ensuring measurement data is easily captured, use of subjective measures that can be manipulated to game the system, lack of independently obtained, and/or verified data as well as a host of other issues. The problems just mentioned can be daunting, but that does not mean a very effective outcome-based performance management system cannot be put in place, particularly since MHPI authorities have enabled the Defense Housing Management community to change its paradigm.

A good approach for a Family Housing outcome-based performance management system would be to use existing systems as much as possible to obtain the necessary data and make gathering this data part of the normal process of the

management/oversight of privatized housing so that an extra step is not involved. For instance, if occupancy and important demographic data are obtained from the normal assignment and termination of the housing process, no added steps or additional effort would be involved.

Although it is doubtful there are better portfolio level metrics than resident satisfaction, financial performance and overall quality of the housing unit and neighborhood, whatever the three to five balanced scorecard metrics that are adopted, they should be implemented on a portfolio wide basis to ensure consistency and determine relative performance. If industry-wide metrics can be adopted, then performance of a specific housing privatization project can be compared to an industry standard.

Setting specific portfolio wide performance goals such as achieving high resident satisfaction scores on a portfolio wide standard survey as well as achieving a high quality condition of housing units and neighborhoods based on a third party assessment are key portfolio wide performance metrics and goals that could be established.

A key step that is often left out is to reward the people and organizations involved in achieving the established goals. This step of rewarding the right behavior is critical to sustaining long-term success in performance management. As a way to continue to improve, the goal bar should be periodically raised if current goals are being met without much effort.

Strong portfolio management at the military service level is vitally important to ensure consistent application of standards/policies as well as performance measures, goals and rewards. Eventually, it is hoped that within the next 10-15 years, each military service will be able to create a housing privatization trust fund similar to GSA's Public Building Service (PBS) Federal Buildings Fund. This fund is a revolving account that generates revenue by charging tenants rent for building space and can be used to operate, maintain and improve ➤





# How OSD calculates your sustainment requirement

by Brigid O'Connor

The Department of Defense is responsible for a hugely diverse inventory of facilities. In the past, DoD did not maintain this inventory as it should have. This was caused by several problems, but one of the main reasons was the inability to accurately calculate the sustainment requirement needed to properly maintain the inventory. The Facilities Sustainment Model (FSM) was developed to standardize forecasting the annual sustainment funding requirements of facilities under the control of the Military Services and the Defense Agencies.

Effective with the FY07 budget submission, OSD will use the FSM to calculate the Family Housing Sustainment requirement. Presently Operations and Maintenance requirements are developed using FSM. Sustainment requirements are calculated for various facility categories at individual installations for each year of the Future Years Defense Plan (FYDP) based upon real property assets and planned future changes. The requirements are aggregated to higher organizational levels for summary reporting.

The terminology has changed. What used to be referred to as Real Property Maintenance is now referred to as Sustainment, Restoration, and Modernization (SRM). Former Service models for calculating requirements were based on various methodologies to include: execution plus inflation, backlog of maintenance and repair, condition assessment systems and a notional percentage of plant replacement value.

To further implement the objectives of the FSM, the Department of Defense has

put forth an overall guiding vision. The Defense Facilities Strategic Plan is to ensure "Installations and facilities are available when and where needed with the capabilities necessary to effectively and efficiently support DoD missions." What this means. Right size and place, right quality, right resources and right tools and metrics. The FSM was developed to help the Services achieve this goal.

The DoD FSM defines facilities sustainment as annual recurring maintenance, unexpected repairs and normal component replacements which when performed properly prevents deterioration and preserves performance. Restoration is defined as repair or replacement work to restore facilities damaged by inadequate sustainment, excessive age, natural disaster, fires, accident or other cause. Modernization includes changes to implement new or higher standards, to accommodate new functions or replace building components that typically last more than 50 years. Restoration and modernization prevent obsolescence, restores performance and increases performance.

We should expect our facilities to endure for their intended life cycle and with full sustainment should deliver performance (readiness) as designed for 67 years on average, the current DoD benchmark. This 67 year point is the notional point where a project replaces or modernizes the facilities to increase performance and extend the remaining useful life. Facility performance without full sustainment declines rapidly and facilities are worn out well before the expected service life or

before 67 years recapitalization point. In general, the Services' facilities have degraded, due to historic underfunding of sustainment to a point significantly less than the intended life cycle. It is estimated that many of our facilities have degraded to such an extent that their actual life cycle approaches 41 years instead of the current benchmark.

Why SRM? The old RPM methodology was not working and did not have the necessary metrics to monitor progress and enable the leadership to make rational funding decisions or articulate the impact of funding decisions. The new SRM methodology revolves around sustaining the required inventory through life-cycle based maintenance and repair. Restore current readiness by replacing or repairing aged and damaged facilities and modernize for the future based on expected 67 year life cycles.

To further assist the implementation of the FSM, DoD developed a facility classification system that groups facilities with similar functions and units of measure into Facility Analysis Categories (FACs). The DoD Facilities Pricing Guide identifies for each FAC both sustainment and construction cost factors, as well as the source from which they are based. Whenever possible, cost factors are based upon commercial benchmarks. These cost factors are intended for macro-level analysis and planning and are not suitable for individual facilities or projects. DoD updates its FSM annually as it learns lessons from its application. These factors apply to all of the Services and have standardized the require- ➤

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the buildings that GSA manages across its entire 339 million square foot portfolio.

If the military Services had the same flexibility with Housing privatization, then as a project matures in its 50-year life and more money is deposited in the military service's reinvestment account, funds could be redistributed to BAH poor projects. Thus there would be a more equitable distribution of resources across the

military services housing privatization portfolio over the long-term.

It is important to take full advantage of the opportunities that housing privatization authorities (MHPI) provide, specifically freeing up the Defense Housing Management Community from having to deal with the limitations of the annual appropriation process. This should allow the establishment of enterprise wide portfolio management outcome-based meas-

ures and incentives to assure happy residents along with well-maintained and recapitalized housing units and neighborhoods over the 50-year life of Housing privatization agreements.

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ments generation process that was previously inconsistent.

This standardization enables a reasonable commercial based benchmark to be applied to the majority of our facility types. Using these factors, OSD now calculates the requirement by the formula:

Inventory x Sustainment Cost Factor x Area  
Cost Factor x Inflation (for future years)

Our point of impact on the process is the inventory. All other inputs are constant across all Services. With a consistent requirement generated, we can now make informed decisions on impact to our facilities.

All of us are familiar with the annual ISR process and the resulting C-ratings. Ranging from C1 (highest or best) through C4 (lowest or worst) these ratings convey an overall condition of our inventory and are separately reported for both the quality and quantity condition of facilities. These C-ratings are further defined as follows:

**C1:** Only minor deficiencies with negligible impact on capability to perform

required missions.

**C2:** Some deficiencies with limited impact on capability to perform required mission.

**C3:** Significant deficiencies that prevent it from performing some missions.

**C4:** Major deficiencies that preclude satisfactory mission accomplishment

This ISR represents the Army's effort to standardize reporting of facility condition and enables the leadership at all levels to view funding decision impacts across regions and installations.

While the process of determining facility condition is not consistent across all Services the definitions above are and represent bands of conditions that paint the overall picture to the decision makers.

Consistent with these ratings, an overall picture of the condition of the Service's facilities is represented. As reported in the IRR to Congress for 2003, 64% of DoD facilities were rated C-3, serious problems or C-4 major failures. This is the reality that all of us face as we strive to provide the quality facilities to our customers that we want to provide.

We all want to do a better job of sustaining

the required inventory at an acceptable level through life-cycle based maintenance and repair improve/maintain readiness by restoring or replacing aged and damaged facilities, modernizing for today's and the future's standards and mission and demolish or dispose of excess and obsolete infrastructure. The FSM was developed to help the Services forecast their annual sustainment requirement, enable them to articulate the impact of funding decisions and to help justify and defend their budgets. It is a methodology that has gained increased credibility and acceptance, shown its effectiveness in obtaining its goals and represents the basis for a sound facilities management strategy designed to help all of us work towards improving our facilities.

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(This article is reprinted from *Defense Communities*, Mar/Apr2005.) **PWD**

## BAH update

by Ted Nakata

**A**mong the PDS XVII Workshops during the PHMA Conference in Denver was a presentation on Basic Allowance for Housing (BAH) by Lt. Col. Rick Tillotson, Program Manager for BAH, Army G-1, and Lisa Jung, Deputy Director for Military Housing, Office of the Deputy Secretary of Defense, Installations and Environment.

This presentation was a comprehensive overview of BAH, its importance to service members, and how it is calculated. BAH was developed to provide fair housing allowances to service members, and supports the Department of Defense goal of using "community first" to house service members and their families. Relying on the community has reduced the requirement to provide on-post housing to approximately 30% of military families.

In Fiscal Year 2005, BAH accounted for \$12.3 billion, the second largest personnel account in DoD after basic pay. BAH is

also expected to increase in future years as an increasing number of on-post family housing is privatized, and as service members and their families are redeployed to the United States through the Global Posture Initiative.

The amount a service member receives in BAH is based on the service member's grade, dependency status, and permanent duty station. Contrary to some perceptions, BAH is not just rent. There are actually three components that BAH pays for: rent, utilities, and renter's insurance. Data used to develop the BAH rates are collected by Runzheimer International from Military Housing Offices (MHOs).

MHOs play a critical role in determining the BAH rate in their areas. BAH represents the median of the cost for rent and an average of the cost for utilities and rental insurance in a specific Military Housing Area (MHA). By providing accurate and timely information, such as lists of adequate

rental properties, referrals to local real estate professionals, and indicating which areas have unacceptable housing, MHOs help to ensure that the BAH rates truly reflect the median for their MHAs.

As housing professionals, it is incumbent to be fully engaged with BAH and its development. BAH will play an increasingly important role in providing adequate housing to service members and their families. Although adequate housing helps to recruit and retain service members required for our nation's defense, success also means that service members can have a quality of life equal to their service within their local communities.

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## Fuel cell powers officer's quarters at Fort McPherson

by Dana Finney

**A** fascination with fuel cell technology led Luke Wyland to offer Fort McPherson, Ga., as a demonstration site for a proton-exchange membrane (PEM) system. Installed during October 2003, the PEM fuel cell has just completed a 13-month run with most months averaging 99-100% availability.

"The technology is awesome," said Wyland, Energy Conservation Program Manager at Fort McPherson's DPW. "You put gas in one end and heat and electricity come out the other end. And it's not new – it's been around for over a century – but now we're trying to make it feasible to put in people's homes."

The demonstration was part of the Engineer Research and Development Center's (ERDC's) continuing research to address emerging fuel cell technology as a means of onsite electricity production for installations. The Department of Defense (DoD) is interested in fuel cells because of the potential for reducing reliance on fossil fuels, providing distributed power generation, and enhancing energy security for installations.

Fuel cells convert the chemical energy of a fuel into usable electric and thermal energy without combustion or mechanical processes. When integrated with a fuel processor and a solid-state power conditioner, the system produces clean, quiet, reliable electrical power and heat.

ERDC's Construction Engineering Research Laboratory (CERL) has been evaluating fuel cells for DoD as this technology has evolved over the past 10 years.



PEM fuel cell installed at 1887 officer's quarters, Fort McPherson, Ga.

At Fort McPherson, CERL contracted with LOGANEnergy, Inc., to install and operate a Plug Power Inc. GenSys™ 5CS – 5 kW PEM fuel cell for one year. The performance metric was for the unit to provide at least 90% availability. The site selected was Building 532, a single-family officer's quarters that is the oldest residence on the fort, built in 1887.

The fuel cell is located on the side of the building, near the fenced backyard. The inverter has a power output of 110/120 VAC at 60 Hz, matching the building distribution panel in the mechanical room with its connected loads at 110/120 VAC. It can operate in both a grid parallel and a grid-independent configuration. The unit can provide stand-by power to a dedicated load chosen by the residents living in the building. The waste heat of the fuel cell is captured and acts as a preheat source for the domestic hot water heater, maintaining the tank temperature at 130 degrees F.

"The residents were very pleased with the fuel cell's performance," Wyland said. "We had a couple of hiccups when the unit went on standby because, as an interruptible power customer, we occasionally are switched from the natural gas supply to a propane-air mixture. The fuel cell had more of a problem with the air than the propane, and when it sensed a change in the supply, it would shut down." One reason for Fort McPherson's selection as a demonstration site was to assess any impacts that an interruptible energy supply might have on the fuel cell's operation.

Frank Holcomb, fuel cell project manager at CERL, said that the operating data verifies performance glitches during propane-air fueled periods. "If you look at the data, we had one month, December 2003, when availability was only at 39% and that was a direct result of the natural gas curtailment by the local utility," he said. "Under normal operation on the standard natural gas supply, the fuel cell maintained 99-100% availability during most months."

Fort McPherson's fuel cell includes a data acquisition system that allows the project team to monitor performance data over the web. In addition, a dedicated telephone line alerts LOGAN if the system fails or



Keith Williams, LOGANEnergy, works on remote monitoring electronics that allow real-time performance data retrieval from the web.

needs maintenance so that a repair team can be dispatched immediately.

According to Wyland, "The unique thing about our fuel cell is the web-based application that LOGAN went to great lengths to provide. On any day, I could say, 'I wonder what the fuel cell is doing' and pull up the operating data on the web page." The real-time data was also available to CERL, the contractor, and other stakeholders.

An interesting situation came up at Fort McPherson when the local meter readers noticed the meter on Building 532 was spinning backwards. Called to the site, Wyland explained that the fuel cell was still running but the building was unoccupied, so that some 2.5 kW of power was being pumped into the utility grid. That meant the house had a negative drain on the grid.

Current fuel cells are still too expensive and have maintenance needs that make them untenable for the average homeowner to install. CERL's long-term research intends to help bridge technology gaps that can overcome the present shortcomings in the interest of providing DoD with a viable alternative power source. As with all data collected in the DoD fuel cell demonstrations, it will be shared with industry (and in particular, the fuel cell manufacturer) to help move the technology forward in the market.

"The 5-kW PEM fuel cells are pre-production units – sort of like hand-built Rolls Royces. The purpose of these ➤





# Fort Bragg's new barracks boast Aero Medical Facility

by Jim Cunningham

Until 1996 the American Soldier kept combat ready, and at the same time lived a lifestyle with very little privacy or attention to his personal needs. In nine years, the Army has managed to transform those conditions of lifestyle. Army and civilian personnel know this transformation as the "Army Campaign Plan."

The "well-being" of Soldiers and their families is the most important priority to the Army's secretary, Dr. Francis J. Harvey.

"They deserve it, they should live just like the rest of America lives, because they're defending our country. So I am focused and committed to doing that, that's where the rubber meets the road in terms of that priority," he said.

Savannah District's rubber hit the road,

indeed, at Fort Bragg, N.C., with the completion of the new Combat Aviation Brigade barracks. The Combat Aviation Brigade 82nd Airborne Division Soldiers moved in last February. Not only do they have new barracks for 512 Soldiers, but they also have new brigade headquarters buildings, and three battalion headquarters buildings, with 12 company operations facilities. A cursory examination of new barracks at different Army installations may give one the idea that they are all the same with very little about them that are unique.

"We are following the current Army barracks standard. It's the basic two separate living spaces with the combined kitchen area and a shared bathroom for every two Soldiers. It's a big improvement for their privacy. Now they have their own bedrooms and they share a common area that has a kitchen with a refrigerator and a microwave, some cabinets and a sink, with a shared bathroom," said Allen Hand, Savannah District's resident engineer at Fort Bragg.

The Combat Aviation Brigade's new home is an exception! It contains what is known as the Aero Medical Facility, which is unique to aviation brigades, because their pilots need exams before each mission.

"It is where they will give their pilots standard pre-flight checkups to check their eyesight etc.," said Hand.

"It is not a full medical facility, it has a waiting area and exam rooms, but nothing as complete as you would find in a full clinic," he said.

For Soldiers accustomed to jumping out of airplanes, one would think that it was as easy as jumping off a log. But on further examination the barracks provides something else that is unique to the Combat Aviation Brigade.

"Something else we are adding to the



Capt. Brian W. Parsons and Master Sgt. Gregory J. Milewski discuss the kitchen area of the new barracks.

facilities that they didn't have before for Airborne units is C-130 and C-17A [transport aircraft] mock ups on the site near their company operations facilities. Before they go out for jumps, they have to practice their jumps, so we built practice-landing platforms where they can practice jumping and landing," said Hand.

The project was awarded to Caddell Construction of Atlanta on June 1, 2001, for \$64.8 million. Caddell put in one million man-hours without any accidents, which is a very significant attainment, with more than 25 subcontractors and up to 200 workers on the site per day with 24,730 man-hours.

The current cost reflects a very low one percent cost growth. The District's current goal is to hold down cost growth to five percent or less.

"Most projects aren't getting to that goal. A one percent cost growth is a significant achievement for the Corps," Hand said.

"Providing the best quality of life for Soldiers and their families is very important and I fully support the two major quality of life initiatives: the residential communities initiative and the barracks modernization program, which are closing the gap on inadequate housing for service members," said Harvey.

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PWD



C-130 and C-17A mock ups on the site near company operations.

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demonstrations is to streamline production and to reduce the units' size from that of a walk-in freezer to about the size of an air-conditioner condensing unit, and to bring the price down to about that of a luxury automobile, \$25,000 to \$75,000, based on what you need," Wyland explained.

For more information, please contact Frank Holcomb at CERL, 217-373-5864, Franklin.H.Holcomb@erdc.usace.army.mil. Visit the DoD fuel cell website at [www.dodfuelcell.com](http://www.dodfuelcell.com).

Dana Finney is a public affairs specialist at ERDC-CERL in Champaign, Ill.

PWD



# MOTSU's audiovisual and mail distribution offices relocate to upgraded 1950s facility

by Wardsworth A. Soders

The Military Ocean Terminal Sunny Point (MOTSU) is located on the Atlantic Ocean tucked in the southeastern corner of North Carolina. It is home to the 597th Transportation Terminal Group and its mission is to ship ammunition to the warfighter. There are more civilian DOD employees assigned to MOTSU than there are green suiters and when the place is really humming, there are more contract workers than DOD employees. Yes, it is an Army post.

A lot of things have changed physically at MOTSU in the post 9/11 era, just as they have on every US military installation. However, there are some changes that are taking place at MOTSU that would have happened any way. The little Army base has operated for 50 years and some of its facilities have outlived their life expectancy.

When visitors come onto the base through its main gate, and drive down the main drag which is formally known as Brunswick Road, named for the county in North Carolina in which it resides, they stare straight at Building 16. Building 16 is the official name for what was probably one of the most visually unattractive concrete block buildings in the total Army real property inventory. It was a squatty little structure that had been expanded more than a few times without consideration for looks. It was quite functional during its early years, and each time its function

changed, its footprint changed, and its unsightliness just followed automatically.

Every military garrison surely has its own "Building 16" with a similar life story, but in a different geographical setting with a different function and with a different name.

MOTSU's Building 16 found a new lease on life when the decision was made to modernize building 26, which just happened to be the base Headquarters building. Building 26 was scheduled for a complete makeover which meant that all its occupants would have to find new homes during the construction period. So with that, temporary spaces in other buildings were scouted out and scheduled for occupation by all of the command staff from the Base Commander to the photographer and the mail clerk.

It was only recently that the base photographer had given up the old chemical laden dark room, in yet another building, with all of its special big gawky enlarging equipment, developing tanks, print washing sinks, red lights and film dryers. There were also refrigerators fully stocked with fresh film of all different ISO numbers and varying numbers of exposures per roll. There were tightly sealed foil packages and tightly capped bottles of developing chemicals stored on shelves with many envelopes and boxes of photographic paper that came in all different sizes with big warning labels

admonishing everybody who looked at the boxes and envelopes not to open them in a lighted room.

And then, there were file boxes and file notebooks, which had been painstakingly organized to store photographic records of MOTSU's history.

All this equipment and all these supplies were abandoned when the digital camera reported for duty at MOTSU a few years ago. With the assignment of the digital camera to the post photographer, the dark room was thought to be obsolete, and so the post photographer was moved into a small room in building 26 and given a PC, a desk and a file cabinet. Every department now had at least one digital camera and every employee was seen as a photographer. Those poor quality digital prints done on copy paper showed up everywhere.

After the realization that we were not all photographers, the requirement for state of the art digital photographic equipment and a professional to make digital audiovisual records of base activities became apparent. At the same time, security risk in handling base mail and parcels also gained attention, so the search for a permanent home for these two operations outside the headquarters building was on. Building 16 was conveniently located, and after space utilization studies were completed, its size was found to be adequate. ➤



Building 16 prior to, during and after renovation.



# Future barracks in Chievres may house Soldiers, Airmen, Sailors and Marines

by Andrew Stamer

Two hours from Paris, across the border into Belgium, a slight stir can be heard in the early morning hours and continues through the day. For now, it is the sound of bulldozers, trucks, hammers, drills and the buzz of busy workers.

This is Chièvres Air Base, and big things are happening here. A future is being forged. Barracks are being built for the first time on this 80th Area Support Group installation.

"This project is one of the most unique barracks I think you'll see in Europe, or the United States," said Army Lt. Col. G. Thatch Shepard, director, Directorate of Public Works, 80th Area Support Group. "We have morphed the external appearance of it to accommodate the local national landscape, culture, and still maintain the force protection requirements."

These barracks, or dormitories, are also unique because of the distinct possibility that they will be the future homes for Sol-

diers, as well as, Airmen, Sailors and Marines. And, taking this into account, the barracks were designed to fit this broad customer range by accommodating the other services' standards and requirements into the Army's one-plus-one format.

It may have been a daunting task to make the building fit the needs of all the different services that could find themselves living at Chièvres, but payoff for everyone may be well worth it in the end.

"In the end, I think all parties were happy with the final conclusion of the



*Roger Triviere, on-site safety coordinator for Lixon, shows Carol Steuart, construction representative, BENELUX Program Office, around the inside of the first barracks to be built on Chièvres Air Base, Belgium.*

design," said Shepard.

A part of this design includes equipping all the rooms with full kitchens. The ➤

*(continued from previous page)*

Further study revealed that the new risk of parcel and mail handling was not compatible with Building 16's location. However risk assessment studies being conducted by base security personnel during this time showed a need for outside the gate checks of all incoming cargo, including mail. Funds were secured for the construction of a vehicle inspection station at the same time as those for Building 16 were made available; so the two construction projects complemented each other. A separate small building was constructed at the vehicle inspection station to house special security equipment used to examine parcels and to provide shelter for security personnel manning the inspection station.

With the security concern addressed, and a design/build contract awarded, the unsightly Building 16, having the right footprint, at the right location, found a

new lease on life. Its roof was removed, its interior gutted of old space defining walls and its old plumbing and electrical utility services were upgraded.

To accommodate tall photo studio equipment, a 12-foot ceiling height was necessary in the audiovisual laboratory, so the exterior walls were given extra height and the new roof was given a steep pitch. The mid-Atlantic east coast geography necessitated hurricane resistant construction, so special threaded rods were extended from the top plate of the new wall height and embedded in a new interior ring concrete foundation that was cast in place over the existing floor.

The interior space was divided with new walls to suit the needs of mail distribution, audiovisual functions and public accommodations for employees coming into the building to pick up mail or to have photos taken. The exterior of the old walls has been clad in a new Exterior Fit-

ted Insulation System (EFIS) finish. Adequate space for housing new digital photo printing equipment, mail sorting and processing equipment and storage for audiovisual records can also be found in the new Building 16.

Now the drive down MOTSU's main drag, Brunswick Road, avails visitors and employees a more aesthetically pleasing experience-- from the soon to be completed Advanced Security Gate, past the newly renovated Audiovisual-Postal Distribution Center (Building 16) to the recently completed new main Fire Station. The soon to be renovated Headquarters (Building 26) can also be viewed just a few yards to your left as you drive through our main gate.

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plan also calls for eight rooms for noncommissioned officers, who would be assigned to monitor various sections of the new building's tenants. Rooms are also set aside for 120 troops (E-4 and below.)

Before this project came to fruition, when there were still many things being decided, Norma Renovales-Alvarez, regional program manager, BENELUX Program Office, gave partners from all the services a chance to give their input into what would fit their troop's needs.

"I was in a lot of the planning and the first stages of it," said Air Force Master Sgt. Hyacinth Carter, civil engineer, 309th Airlift Squadron.

"The only dorms available around here are on SHAPE (Supreme Headquarters Allied Powers Europe) and we're a small unit on Chièvres ... our place of duty is here," said Carter.

The unit, made up of approximately 90 people, has the responsibility of flying the Supreme Allied Commander, Europe.

"We do get a lot of younger Airmen, and this is their first time away from home and their first time in an overseas environment, and I think ... when they have an environment like that, you kind of need to keep a little control of them," said Carter. "And that's where the dorm will come in."

The Air Force also has a fire department made up of 18 troops, and someone has to be on duty all of the time.

The dormitory will make it convenient for those troops, said Carter, because they would only be a few minutes away from work by living on base, versus the time it would take for them to come from a surrounding town and get through the gate during an emergency.

Some of the older barracks around SHAPE don't meet Air Force standards, so these younger troops have been forced to live in towns in the area surrounding Chièvres.

This dormitory will cater to the standards of all the services and will give troops the chance to build a sense of a community, by bringing them together to live on the base.

"Here they will get that sense (of community), and I think a lot of young Soldiers

and Airmen need that," said Carter.

With the project moving along at a swift pace, it should take just over a year from the beginning of construction to its completion. The cost is more than \$13.5 million, and with this dorm it will spark the beginning of a community on post.

"This is going to be a win-win for the community of Chièvres, as well as those who are lucky enough to be placed in these quality barracks," said Shepard. "Ultimately, what's going to happen is this is going to begin the impetus for more development."

By turning Chièvres into an air base that can accompany full-time residents, it may lead to more development. While there is already a PX and commissary, the base may have to enlarge them to accommodate the influx of new residents. There may also be a need to build a 24-hour shoppette and a community club among other things.

"It's going to jump start some future construction efforts," said Shepard.

While the barracks are scheduled to be completed by February, it is the contractor's goal to have the project delivered in early January, said Carol Steuart, construction representative, BENELUX Program Office.

And there are a couple of reasons why the team was able to project such a positive and early completion date.

One reason was because the Corps was allowed to take over the contract by the Belgium Ministry of Defense. This made the Corps directly responsible for the project so they were able to get the ball rolling and start construction, said Renovales-Alvarez.

Safety is another reason.

"There haven't been any problems in terms of safety. The project is going well. It's a good success story because there haven't been any major delays," said Renovales-Alvarez.

"Their whole attitude or concept of construction is that they are very high on their quality," said Steuart.

From her previous experience working with the contractor, Lixon, with the SHAPE elementary school addition, the data building and the switch building,

Steuart has seen the pride the Belgians take with their construction.

"They're really proud people, so you get a better product when you've got proud folks," said Steuart.

The Belgians believe in teamwork.

"It's not just what I've done; the Belgians have the designer, the contractor and the government. And from these three things they all work together as a team," said Steuart.

Because any design flaws may lead to the building having big problems later on, the responsibility for the building lies on the shoulders of the designer. And the designer works closely with all parties to make sure everything is working properly. What the contractor gains is building the best product there is for his company.

And the government, in this case the Corps, always wants a quality product to pass along to its customer, said Steuart.

"When you put these three together in Belgium, it works," said Steuart. "It's been a great team. The contractor, the Corps, the district, everybody has been right there and that's what gives you a great product in the end."

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(name, phone, e-mail)  
information no later than  
April 29, 2005.



# Rock Island Arsenal's prototypical school age center

by Allen Marshall

The Army's prototypical school age center recently opened its doors at Rock Island Arsenal. The building, which was a \$3.7 million military construction project, was a collaborative effort between the U.S. Army Garrison-Rock Island Arsenal Public Works Directorate, the Louisville District of the Army Corps of Engineers and a contracted construction agency out of Chicago.

Ground was broken in March of 2003 and the construction was completed in August of 2004. It was up to the Garrison's public works directorate to ensure the construction contract was administered and maintain quality control. According to Jerry Sechser, director of the USAG-RIA Public Works Directorate, the project was arduous but well worth it in the end.

"When the government builds a building our design requirements are much different than in the civilian world," Sechser said. "We have to make sure our buildings last. A civilian company is probably only planning to stay in a building for no more than 20 years. Our buildings need to be built for the long haul.

"This is a wonderful facility. The Army is using it as a prototype for similar facilities," Sechser added.

The new facility is completely state-of-the-art and is part of the overall Army effort to improve the quality of life for its Soldiers and civilians. The School Age Center provides before and after school care for children 6- to 18-years-old. Children using the facility have access to many different activities to include a computer lab with full internet access for both educational and recreational purposes, a game room with pool and air hockey, a multi-

purpose room that can be configured for several different activities, an arts crafts room as well as a full-service kitchen to serve meals and snacks.

From the outside, the new facility exudes a modern feel. The playgrounds are all designed with safety in mind and are equipped with composite playground structures and an open grassy area for sports and games.

The full range of activities is only one aspect of this facility's state-of-the-art capabilities. The events of Sept. 11, 2001, changed so much from a security perspective and the security of children has become just as big a priority. The security and surveillance inside and outside the new school age center meets all the newest force protection requirements.

"You cannot be anywhere in the building without being on video," said Terry Harris from the Garrison's Public Works Directorate. "People entering the building must be buzzed in by the receptionist. All the windows and glass are blast resistant. It is probably the most state-of-the-art building on the Arsenal."

Harris and Sechser agreed that overall

the construction project was a huge success but like with any project there were complications. Communication became an issue throughout the process as the contractor, the Corps of Engineers and the Public Works team worked through the intricacies of the process.

"There were a lot of cooks in the kitchen trying to make a pot of soup," Harris said jokingly. "But, to have it all come together is a real feather in the hats of everyone who was involved."

Harris added that the most important result was making sure the customer was happy. The customer was children and the men and women who run the Island's child development programs.

Setting the standard for the rest the Army to follow, Rock Island Arsenal's School Age Center is the design benchmark for facilities like the one being built at Fort Riley, Kansas.

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# Fort Belvoir to be home of Army Museum

by Christopher Augsburger

Imagine a classroom like you've never experienced before, sitting at your desk on the summit of Little Round Top at Gettysburg, during the height of the Civil War. Looking across the battlefield, you see Confederate soldiers entrenched below, interspersed among a group of boulders known as Devil's Den. As you scan the battlefield, you see that Gen. George G. Meade has deployed his army in a fish-hook-shaped formation, with the right beginning on Culp's Hill and Cemetery Hill, the center along Cemetery Ridge, with you as the left part of the line on top of the hill.

Your seat starts to rumble as the Confederate and Union Soldiers begin exchanging heavy gun fire with a barrage of cannonballs screaming past you from all directions. A thousand muskets begin popping in your ears, joined by the yells of hundreds of advancing Confederate troops up the steep incline to your position. The rising smoke clouds your vision before suddenly, your vantage point changes, and you are taken behind Confederate lines, looking up at the Union soldiers. Welcome to one of the many high-tech learning experiences that students, historians and tourists will experience at the National Museum of the United States Army, beginning June 2009.

The museum will be built on 55 acres at Fort Belvoir, Va. The plan calls for ground



*The museum to be built at Fort Belvoir is depicted in this early conceptual design. A final design is scheduled to be unveiled in the spring of 2005. Photos are courtesy of Skidmore, Owings and Merrill*

breaking in 2007.

The Corps of Engineers' Baltimore District awarded a design contract in October to Skidmore, Owings & Merrill, or SOM, to build a modern museum with multi-media theaters, an auditorium, a lecture hall, galleries and exhibit spaces to house more than 15,000 works of art and 500,000 artifacts, some of which date back to the Mexican War. The Corps will oversee the design and the construction of the massive 255,000-square-foot museum.

"The goal for this project is to become the premier military museum in the world," said Corps project manager Jim Simms.

"It will engage, educate and entertain the visitor," he said.

That appears to be an understatement based on SOM's preliminary designs. The construction of the museum and entertainment complex will cost \$200 million. The

Corps and SOM plan to unveil a final conceptual design in spring 2005, but Simms said that the preliminary design is impressive. He gives credit to SOM's lead designer, David Childs, the architect of the "Freedom Tower," the tallest structure to be built at the site of the World Trade Center in New York City.

Childs' design for the National Museum of the United States Army shows a long bridge crossing a river, then passing through an encircling, fortress-like stone

wall and arriving at the parade ground, where the seating seems almost to grow out of the grass. Here's where the Revolutionary fife and drum corps might step out or where Vietnam-era helicopters might swoop down. At the center of the site, a stolid block is offset with two circular buildings and appears to merge with the land "like a turret on a beachhead," Roger Duffy, a partner of SOM, told the New York Times.

The campus will also include a 400-seat outdoor amphitheater, outdoor exhibit pavilions featuring heavy equipment displays and a Memorial Walk. The Museum complex will include a store, restaurant facilities, classrooms and meeting spaces.

Partners in the project—Fort Belvoir, the Center for Military History, the Corps of Engineers and the U.S. Army—say they aim to tell the compelling story of America's oldest and largest military branch through the individual men and women who have served, with a no-holds-barred commitment to the accurate portrayal of history.

SOM's proposal outlines an array of visual experiences that fit with these intentions, both inside and out. Guests entering the museum will walk through an ecosphere—a semi-dome onto which images are projected that show the power, pomp and pageantry of the Army—accompanied by sound effects and music. As guests move out of the ecosphere, they enter an acoustic maze, where they are introduced to some of the people they will meet in this museum, each telling just a part of his or her story, before moving into the main galleries. ➤



*A proposal for the inside of the National Museum of the U.S. Army is shown in this early design.*





# Fort Greely hires new housing manager

by Michael Ackerman

**R**ick Renaud was selected as the Housing Manager at Fort Greely, Alaska, in August 2004.

Born and raised in the cold weather area of Danielson, Connecticut, Rick and his family enjoy Alaska immensely. He knows the history of Fort Greely since he was previously assigned to Fort Greely while in the military.

Rick's military background is a plus for Family Housing. He joined the Army in 1976 and retired in May 1998. His diverse experience, which includes combat service in Somalia, instructing at the Northern Warfare Training Center at Fort Greely and acting as the 801 Housing liaison at Fort Wainwright, indicates he can handle tough assignments.

Currently, there are 126 family houses to maintain to ensure adequate support for the Soldiers and families assigned to and living on Fort Greely. This family housing was built in the 1960s, so there are challenges for Rick and the Fort Greely staff to



Rick Renaud

make a difference when better weather comes to Fort Greely. The Fort Greely staff has already done an outstanding job to date in improving the community for the Soldiers and families living at Fort Greely. Rick Renaud is proud of being part of the history of Fort Greely again.

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Michael Ackerman is the OACSIM Program  
Manager for Fort Greely Family Housing **PWD**

# Fort Greely—the first line in America's missile defense

Fort Greely dates back to 1942 when Lt. William L. Brame led an advance detail of 15 men to the Big Delta area to establish an Army Air Force Base.

Throughout World War II, the sole purpose of the Army Air Force Base was to act as a transfer point for a lend-lease program to Russia. American aircraft were flown to the Army Air Force Base from the lower 48 states and given over to the Russian pilots who in turn flew the planes to the Soviet Union.

In 1948, the Army Air Force Base became an Army Post and underwent several name changes until, in 1955, it was designated Fort Greely in honor of MG Adolphus Washington Greely, an Arctic explorer and founder of the Alaska Communications System.

For over fifty years, Soldiers and civilian employees at Fort Greely have supported the Northern Warfare Training Center and the Cold Regions Test Center, which have roughly 640,000 acres for training and testing. The Fort Greely main cantonment area is roughly 1,800 acres.

Today, Fort Greely is a U.S. Army military installation about 100 miles southeast of Fairbanks; 350 miles northeast of Anchorage; and 5 miles south of Delta Junction that is part of the U.S. Army Garrison, Alaska, headquartered at Fort Richardson, near Anchorage.

Often called "the first line in America's missile defense," Fort Greely serves as the initial staging ground for the future U.S. missile defense shield. The Pentagon is currently in the process of deploying ground-based (GBI) missiles as part of its Ground-based Midcourse (GMD) system. **PWD**

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The preliminary design shows the main galleries stacked above each other on two floors, with each gallery dedicated to a separate aspect of the Army. On the ground floor, for example, they propose a gallery that tells the story of the Army in the history of the nation, linking visitors to stories of service and sacrifice in the development of the nation. Another gallery would show the Army in action, showing how battles are fought and won, and what it's like to fight them. Here, for example, the gallery would feature an interactive exhibit called the D-Day Experience, where visitors learn about the battle preparation, Eisenhower's dilemma, embarkation to the beaches, landing craft and the actual experience during the assault.

"Every battle has thousands of individuals making unique contributions. We need a facility that can capture and tell those stories about those ordinary people doing extraordinary things—for history and the American people," said the Commander of Multi-National Force-Iraq Gen. George W. Casey.

The National Museum of the U.S. Army seems well on its way to telling these stories like never before. For more information on the National Museum of the U.S. Army, please visit their website at [www.army.mil/nmusa/](http://www.army.mil/nmusa/).

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# Construction and maintenance at the U.S. Military Academy

by Martha Hinoe

The U.S. Military Academy (USMA) located at West Point, New York, is the oldest continuously occupied military post in America, which has its roots deeply grounded in our country's history. Located on the west bank of the Hudson River, 60 miles north of New York City, many of its structures and infrastructure were constructed long before all of the industry's current state of the art methods and procedures; using unique craftsmen and materials that are no longer readily available in today's world.

USMA occupies 16,000 acres of land containing mountains, marshes, forests, lakes and streams; 2,000 acres of which has been designated a National Historic Landmark District. Included within this Historic District are: 160+ known archaeological sites; 433 historic buildings and structures, 34 historic monuments; 18 historic bridges; and 17 historic landscapes — all of which require specialized care and maintenance to maintain its cultural character.

In addition, we have the pleasure of hosting an estimated 1+ million visitors each year. Our visitors range from school children to foreign dignitaries to the ordinary citizen. They come to attend our local Special Olympics, technical and scientific symposia, Cadet Reviews, Band Concerts, Intercollegiate Athletic events, and Broadway shows and other entertainment venues in Eisenhower Hall Theater. This offers unique challenges to the Garrison, especially the Directorate of Housing & Public Works (DHPW), which is charged to maintain all of its facilities, infrastructure, natural and historic resources.

Governed by federal and state law and pride in our history and tradition, DHPW faces the daily challenge to incorporate the more efficient construction/architectural guidelines and methods to repair and maintain aging buildings and structures. Preservation of our historic resources often requires that we "repair" instead of "rebuild" many features. We have 1,000

housing units on post, the majority of which were constructed before 1950. We face the challenge of maintaining and updating (for example adding modern features like air conditioning, storm windows) to improve the lives of approximately 12,250 military and civilian residents, without damaging the historic integrity of the property.

We accomplish this task in several ways: (1) we ask the residents living in historic quarters not to throw away broken/damaged fixtures/moldings, etc., but instead, to save them for us to repair if they cannot be replaced with a like item.

(2) Our supply section searches the market place for "older" or antique fixtures and for valid newly created look a likes.

(3) We take the time needed to review all renovation plans and architectural drawing to insure that all the features confirm with its historic setting.

The aging underground utility delivery systems offer other unique challenges. For example, our underground water pipes, when they were constructed in the early 1930's pipes were constructed "around" an obstacle, such as rock ledges or large underground boulders. While today, the industry standard would be to remove or demolish such rocks located in the pathway of a water pipe, in the 30s, the pipe was rerouted to avoid the obstacle.

This sometimes makes locating a water line break difficult and digging a "dry hole" is unnecessarily expensive. Personnel from our Utilities & Facilities Division use modern sonar technology to help locate the paths of these aging water pipelines. As we replace water lines and other underground utility systems, we modernize them and the



*The buildings and structures at West Point represent many architectural styles.*

path they take to bring our infrastructure into the 21st century.

Whenever we need to excavate an area, whether to replace utility infrastructure or to construct a new facility, we have to insure that we are not digging into an archaeological site. Every project at West Point that involves ground disturbance or excavation receives prior review to ensure that archaeological resources are not affected.

When necessary, archaeological investigations are performed before work is started, and on some occasions, there is an archaeologist on site to monitor the excavations. In the event that archaeological or historic artifacts are unexpectedly encountered, anyone digging on West Point is given specific instructions on how to respond to insure the integrity of any discovery for the future.

West Point buildings and structures ➤



(continued from previous page)



*Ordnance compound at the U.S. Military Academy.*



*The interior of the old cadet chapel at West Point.*

represent many architectural styles from the Doric columns of the classic Greek style of the Old Cadet Chapel (1837); to the Superintendent's house, built around 1820, with its Federal style of multiple chimneys and lattice-trimmed porch; to the large brick buildings on the south end of post, which once served as stables and were used to support cavalry and horse artillery training until the mid-1940's; to the Military Gothic style full of towers, parapets, exterior dry moats, and the Stained Glass features of the Cadet Chapel (dedicated in 1910) and the Catholic Chapel of the Most Holy Trinity, built in 1899 and enlarged in 1959.

To maintain the integrity of these styles takes the skill and training of craftsman, who are truly unique in today's cookie-cutter world. Even interior features require skilled craftsmen – such as the care, repair, and maintenance of the Cadet Chapel's 18,700 pipe organ, which is the largest working church organ in the world and requires specialty old world trades skills to maintain its operational status. For example, within the last five years, there was a need to renovate the many stained glass windows found in the gothic style 200' long and 72' wide Cadet Chapel. To find a contractor with the skill, expertise, and experi-

ence to perform that type of special renovation, the Corps of Engineers had to go to a company based in France.

The need to find the truly experienced craftsmen, including specialized masons to maintain the parapets and towers of West Point and many other specialty skills, sometimes means that it takes longer to complete a project and is more expensive than would otherwise be the case.

All construction and renovation projects at USMA are reviewed as a part of our Integrated Cultural Resources Management Plan, Historic Landscape Management Plan, archaeological surveys, historic structure reports and inventories, and USMA's Installation Design Guide and Master Plan. For this reason, you will never find a glass and concrete parking garage at USMA – it simply would not fit into the cultural, historical and natural resources of the installation.

It is also a major part of the pride and tradition of "The Long Gray Line." More than 60,000 young men and women have graduated from the Academy, including many famous graduates such as Ulysses Grant, Dwight Eisenhower, Jefferson Davis, Fidel Ramos, Robert E. Lee, William Westmoreland, Creighton Abrams, Stormin' Norman Schwarzkopf, Edward

White II (the first American to walk in space), to General John Abizaid now in the Central Command for the Global War on Terrorism. There have been 75 Congressional medal-of-honor winners and currently 20 graduates have recently given their lives in the conflict in Iraq. This listing of course does not include the thousands of graduates who have succeeded in life and contributed to our freedom in ways that do not put their names in history books.

It is this rich heritage that gives USMA a sense of community and our neighborhood its distinctive identity, that we strive to maintain and safeguard. Historic preservation is critical to West Point's mission – "To educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country; professional growth throughout a career as an officer in the United States Army; and a lifetime of selfless service to the nation." It is very humbling to realize that the grounds and buildings we are charged to maintain and repair were once visited, stayed in, or lived in by so many of our nation's heroes and is where many humble folks (whether a Revolutionary foot soldier, a distinguished diplomat, or a historic or current war hero) once walked.

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## Security projects protect the community

by Lt. Col. Jeffrey S. Harrison

In the years since September 11, 2001, the Army has invested heavily in improving the antiterrorism and force protection measures for our installations.

These measures include a significant construction program that includes perimeter fencing, improved lighting, and construction of hardened access control at the entry points onto the installations. This has been especially true of the numerous installations and family housing areas within U.S. Army Europe, each of which requires its own access control.

The 98th Area Support Group (ASG) covers a 19,000 square kilometer area — the size of Fort Hood, Texas — in the German state of Bavaria. It is comprised of 34 separate installations in the communities of Wuerzburg, Kitzingen, Giebelstadt, Schweinfurt, Bamberg, Ansbach, and Illesheim. The 98th ASG is home to 45,000 Soldiers, civilians and family members of the 1st Infantry Division and V (US) Corps.

The facilities within the 98th ASG received limited force protection funding from 1992 to 2001, because the threat conditions against U.S. Army facilities was relatively low. The worldwide increase in terrorist attacks on American interests increased our requirements to do more to protect our Soldiers, civilians, and family members. 2001 and 2002 saw many initial, temporary security improvements to meet the increased threat. By 2003, the Departments of Defense and Army had developed more complete facility standards for access control points and other force protection-related construction.

U.S. Army Europe (USAREUR) and Installation Management Agency-Europe (IMA-E) moved to improve force protection for our installations with an aggressive construction program having perimeter barriers and access control points as their top priority. These projects were prioritized based on threat and vulnerability assessments from experts throughout USAREUR. In fiscal year 2003, USAREUR funded 72 projects for over \$26 million within the 98th ASG footprint.

USAREUR and IMA-E continued this momentum with another 15 projects worth \$2.8 million in FY04.

The standards for access control points were established by the Army Facilities Standardization Committee consisting of the ACSIM, the Director IMA, and U.S. Army Corps of Engineers (USACE) Director for Military Programs. Technical advice concerning this standard is provided by the USACE Omaha District. The elements of a full-use, access control point include:

- A minimum of two entry lanes.
- A crash-rated gate.
- Covered-vehicle search areas.
- Crash-rated traffic arms.
- Duress alarms.
- Visitor and overwatch buildings.
- Ballistic-protected guard houses.
- Bollards or other routing devices to allow traffic patterns to be changed.

All access control points in Europe are also being equipped with IACS, or installation access control system, that allows the guards to scan IDs and verify access status before allowing entry.

Some of the projects in the 98th ASG included new access control points at the major kasernes such as Warner Barracks in Bamberg, the 1st Infantry Division Headquarters at Leighton Barracks in Wuerzburg, Larson and Harvey Barracks in Kitzingen, and Ledward Barracks in Schweinfurt.

Perhaps unique to overseas installations is the need to also protect our numerous standalone family housing areas. This effort began with Bleidorn Housing area in Ansbach and Lincoln Housing area in Wuerzburg. Currently under construction are access control points at Marshall Heights, Richthofen Circle, and Corlette Circle in Kitzingen, and Askren Manor and Yorktown Village in Schweinfurt.

Lincoln Housing Area in Wuerzburg is



*Bleidorn Housing area in Ansbach.*



*Lincoln Housing area in Wuerzburg.*



*The main gate into Leighton Barracks in Wuerzburg.*

a 6.3 acre standalone housing area that is home to 72 families. The stairwell-type buildings were not initially surrounded by any fencing and employed no installation access control measures. After 9/11, the housing area was enclosed with tempo- ➤



# Combat Readiness Center connects dots

The U.S. Army Safety Center has transformed to the U.S. Army Combat Readiness Center (CRC). The CRC is a knowledge center that “connects the dots” on all information that pertains to the loss of a Soldier... our combat power!

Knowledge is power. This simple truism is echoed in our adoption of Composite Risk Management (CRM), because the more you **know** about the total hazards you face, the more effectively you can manage the risk. Real power comes from sharing actionable knowledge from the top to the bottom of your formation.

CRM recognizes that a loss is a loss—no matter where it happens—and every loss degrades combat power. During FY04, our Army lost a Soldier every 32 hours to an accident. FY04 was our worst year for accidental fatalities in the last 10. We are outpacing last year in almost every category.

We are developing the capabilities to take a more holistic look at how and why we are losing Soldiers. To date, no single agency collects, analyzes, and reports such holistic data to allow commanders to apply CRM and reduce or prevent losses. In recognition of this void, the CSA and

SECARMY expanded our mission and redesignated us as the Combat Readiness Center on 31 January 2005.

When we look at ALL losses—accident, combat, medical, and criminal—the true impact on our readiness emerges: We are losing a Soldier every 9 hours. Not only do we lose a precious life and comrade, but we also lose combat power and are required to recruit and train a replacement. This adds to the challenge of an Army at War that is transforming.

This name change signifies our role in enhancing combat readiness and, to be frank, frees us from the negative connotation the word “safety” holds for young Soldiers—those who are at highest risk. We will retain all our core competencies in Safety, but our emphasis on CRM and readiness will increase. This strategy will be effective since all generations understand the importance of a fully functioning unit and strive toward that goal.

What does this mean to you? We are taking a more holistic look at loss and providing you with a greater awareness of its overall impact on readiness. We also are accelerating our reports to you on what we

know after a loss occurs. We are gearing up as your knowledge broker and data warehouse. By collecting loss information from disparate sources to distill and pass on, and along with our data mining efforts, we will have the capabilities to report actionable knowledge back to you. Our goal is to be fast, holistic, digital, preventive, and predictive. Knowledge is power, but sharing this knowledge is what makes it actionable and powerful.

We will gather data on all losses, but our primary attention will be on accidental and selected combat situations where the specific cause or reason for the loss is unknown. The Combat Readiness Center will apply its own assets and leverage the capabilities of other relevant organizations to provide you with the trends, lessons learned, applications for TTPs, and tools for your use. Two items of note: We are not throwing the baby out with the bath water—Safety is still a strong component of what we do. We also are collaborating with other organizations to connect the dots, not own them or do their jobs.

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rary fencing and an improvised traffic control scheme consisting of “jersey barriers.”

A project to protect Lincoln Housing area was awarded for \$1.2 million in late 2003. The project included a concrete and iron fence along the main street to stop any vehicle attack and to control access to the area. NATO standard chain link fencing was installed on the rest of the perimeter. Streets were re-routed and new parking areas established to control the traffic flow. The access control point included all of the essential elements such as a crash gate, drop-arm barriers to route traffic or stop an attacker, a ballistic-rated guard house, raised traffic islands, a covered search area, and a protected over watch that is also capable of activating the duress alarms and barriers.

The challenge in family housing areas is to provide adequate force protection while minimizing any negative impact on quality of life. Our engineers worked hard to preserve the aesthetics of the community and make the force protection measures as convenient as possible for the residents. We solicited input from the residents before, during, and after the construction. With some creativity, the fencing along the street was matched with the local architecture and given a pleasant, decorative look. However, it still provides solid protection and is a visible deterrent to would-be attackers. At the access control point itself, careful consideration was given to pedestrian traffic flow, proximity to playground areas, and maximum preservation of green space. After receiving input from the residents, changes were made to the fencing and landscaping

around the access control point to give it a more family-friendly look without diminishing its functionality.

98th ASG and IMA-E are making continuous improvements to force protection and security at our numerous installations. The number of standalone kasernes and family housing areas presents a unique challenge here in Europe. As we execute access control point and other force protection projects, we will continue to incorporate improved technical design standards and mesh them with the needs of the communities.

POC is Lt. Col. Jeffrey S. Harrison, DSN: 350-1360 / 351-4527, Commercial 0931-296-1360, e-mail: [jeffrey.harrison@us.army.mil](mailto:jeffrey.harrison@us.army.mil).

Lt. Col. Jeffrey S. Harrison is the Director of Public Works, 98th Area Support Group, Wuerzburg, Germany. **PWD**



## 9th USACE Workshop—celebrating differences

by Alexandra K. Stakhiv

Both participants and senior Army leaders attending the 9th USACE Workshop displayed a special interest in diversity as a mission imperative, this year's theme. As always, the workshop was held in conjunction with the annual Black Engineer of the Year Awards Conference in Baltimore, Md.

Baltimore District Commander Col. Robert J. Davis, Jr., provided the official welcome. "We are here to share ideas and to learn about the vital role of diversity in the Corps," Davis said. He pointed out the District's dedication to hiring women and minorities and encouraged everyone present to check where these groups were underrepresented in their workplaces and to get more involved in bringing them on board.

Explaining the workshop purpose was Dwight Beranek, Deputy Director for Military Programs at HQ USACE. Defining diversity as EEO plus creating an environment for synergy to solve problems by using different people, Beranek said the program manager chooses the right mix of people to solve the problem at hand—in this case, getting a workforce that represents the general population. He explained how exposure to different viewpoints helps to open up minds. "The U.S. Army is one of the most diverse organizations in the whole country," said Beranek. "We need diversity to get the job done," he said. "The more we stretch, the more we will learn."

In Career Program 18 (Engineers and Scientists), where he is the Chief's Functional Representative, Beranek reported that there were hardly any changes/improvements in the proportion of minorities from 2000 to 2004. "Why?" he asked. "Probably because we don't follow through on what we learn and promise to do at our workshops and conferences—like recruit and participate actively in job fairs."

Beranek added that he has already set aside 30 of the 246 intern slots in the program for African Americans, Hispanics and Native Americans. "We are trying hard to diversify our workforce but we need your help in reaching out and recruiting good



Chief of Engineers Lt. Gen. Carl A. Strock (fourth from right) recognized (left to right) Byron Farley, Chief of Levees and Waterways Section, Jacksonville District; Jean Ellis, SAD; Tony Smith, Jacksonville District; Murika Davis, SAD; David Williams, Mobile District; Gregory Baer, SAD; and Gonzellas Williams, HQ USACE; for outstanding accomplishments in furthering EEO.

people," he concluded.

The town hall with Chief of Engineers LTG Carl A. Strock was a special treat, beginning with a slide show of Corps volunteers in Iraq and Afghanistan showing their tremendous work in supporting the Global War on Terror (GWOT). "In the past," Strock explained, "we showed images of public works, but now it's all about the people we are helping and how we are acting as ambassadors for the Corps."

"Today's Army has to be more quick, flexible, agile and mobile," continued Strock. "We are creating 'bare bones' brigades all around the country to which we can add on once they get their mission. Our broad intent is to take care of people and bend to a more outward focus, building relationships external to the Corps and engaging much more effectively. People come to us because we deliver."

The Chief also laid out the Corps' current priorities in supporting national security, the economy and the environment:

- Supporting GWOT — "Abroad, we are providing hope and confidence to the people we are helping; and at home, we are providing reach-back support and

assuming the duties of deployed personnel," he said. "We are also preventing attacks and protecting our infrastructure and responding to terrorist attacks."

- Disaster Response — "The Corps is always there ready to respond to disasters both in the U.S. and abroad," said Strock. "We recently sent three teams of volunteers to Thailand to help after the tsunami hit and 2000 volunteers responded to the hurricane in Florida and floods in the Northeast."
- Executing ongoing Military Programs and Civil Works missions. "The first two priorities concern life and death, so they come first," Strock explained.
- Supporting Army Transformation through the infrastructure, modularity and joint capabilities (being more interdependent across the services).
- Supporting Installations—"We need to ensure we provide what the installations need," Strock said. "Installations are required to come to us for MILCON, but wherever possible, we want to be the organization of choice for installations in other areas like environmental support on a reimbursable basis."





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Some of the key ongoing initiatives include continuing with 2012 Implementation ("We want to see ourselves as one headquarters," Strock said.), continuing P2 Implementation and implementing the Civil Works Strategic Plan.

Strock used his slide on the Spectrum of USACE Operations, which ran the gamut from peace to war with water resources, environment, infrastructure, homeland security and warfighting in between, to segue back to the theme of diversity as a mission imperative. The diversity theme is setting the direction for the Corps, said Strock. Leaning heavily on Stephen Covey, Strock defined synergy as the objective of diversity. "Diversity can help you to operate better and avoid the blind spots as you develop a third alternative that is better than the other two, not compromising but creating a win-win situation," he said. "As diversity strengthens the base for synergy, it builds stronger teams and increases our ability to respond effectively to complex problems.

"From a social perspective, diversity is the right thing to do as it provides opportu-

nities to those who might not otherwise have it," Strock continued. "From a corporate perspective, diversity can bring the best and brightest to the Corps or any organization for that matter."

Strock also recognized the 2005 Most Promising Engineer in Government: William G. Harris IV (see sidebar), and the four Modern Technology Leaders (MDTLs): Cynthia J. Batchelor, Murika R. Davis, Tony R. Smith, and David R. Williams. Gabe was presented a plaque with three-star note and coin, and the MDTLs were presented certificates and coins.

Many of the questions asked by the audience during the town hall showed the need for better-informed middle manage-



Maj. Gen. James A. Cheatham (center), Director, Military Programs Director, HQ USACE, registers for the 9th USACE Workshop.

ment. Strock's suggestions and responses included:

- Educating career program managers on the importance of following the Corps Master Intern Training Plan and working with interns on their assignments.
- A charge from the Chief to District Commanders to get more involved in diversity and making the necessary shifts.
- Managers getting feedback from whoever was sent to this workshop and making ➤

## Most Promising Engineer in Government



William (Gabe) Harris

William Gabriel Harris is the winner of the 2005 Black Engineer of the Year award for Most Promising Engineer in Government, but please call him Gabe since his father is known as William and he also works for the Vicksburg District. As an Army brat, Gabe remembers looking at pictures of his dad when he was a combat engineer and wanting to be like him.

Well, he got his wish for today Gabe is a civil engineer in Vicksburg's Engineering Division, designing levees and channels for flood control of the parts of the Mississippi and Red Rivers that run through Arkansas, Louisiana and Mississippi. He's been with the district for the last four years starting out as a DA intern, a job he got through a job fair held at his college.

In addition, when still a college student, Gabe worked as a summer intern with the Corps for three semesters, doing "baby" rotations from the Geotechnical Branch to the Structures Section to the Boring Crew. Encouraged by his bosses and co-workers to come back full-time, Gabe saw an opportunity to get a job compatible with his education.

So far, Gabe has spent more time in school than on the job, acquiring a BS in mathematics from Alcorn State in 1997 and another BS in civil engineering from Mississippi State University in 2000. Married, with an 8-month old daughter, he still finds time to pursue a master's degree in engineering management in industrial engineering from Mississippi State.

In 2002, Gabe received a Modern Day Technology Award, but this award is based not only on Gabe's impressive record at work but his exemplary community involvement. In his spare time, Gabe mentors young black males and touts the Corps to students at local high schools. He is also active in the SAME's (Society of American Military Engineers) recently established engineering and construction summer camps, where he serves as the logistics manager. Finally, as a member of the Corps' Vicksburg Leadership Development Program, he teaches leadership skills to budding engineers. **PWD**



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(left) Brig. Gen. Robert Crear, MVD, listens to a question from Patricia Hemphill, Kansas City District.

(right) Olivia Henry, Program Coordinator, HQ USACE, gives last minute instructions to Larry Douchand, HQ USACE.

changes based on that.

- Focusing on everyone, not just engineers.
- Managers becoming more active by taking the opportunity to mentor—sitting down and discussing things with interns rather than telling them to go look it up on the web.

The luncheon speaker was Gwendolyn E. Boyd, Executive Assistant to the Chief of Staff at Johns Hopkins University Applied Physics Laboratory, who spoke about the influence our multi-cultural nation has had on everything, including financial industry operation. “Our population has grown and we need to prepare for the new population,” she said. “While American education is the best in the world with 14 million students, there is a wide variation in academic quality.”

The next wave of students will look very different from those of the 60s and 70s, and the high price of attendance will discourage many, Boyd added. A \$1000 increase makes a 17 percent shift in attendance by minorities.

Boyd stressed the importance of diversity on our campuses, pointing out that institutions are a microcosm of our society and thus the means to achieving diversity. “Diversity with the absence of equity is meaningless,” she emphasized. “Diversity must be required at all levels — from students to staff to the governing board. Diversity is not a goal but a means to achieving equity.”

After reading the poem “The Cold War Within” by an unknown author, Gonzellas

Williams, HQ USACE, led a lively discussion on diversity issues. “You can’t manage everyone the same; you must manage by person,” Williams began. Making the business case for diversity, he said we must work on changing the workforce since we still have gaps and need more women, have a competitive marketplace with international competitors, and our organizations are in transition with recruiting challenges and glass ceilings and communities with cultural tensions.

Williams also listed the four cornerstones needed for diversity development—knowledge, acceptance, understanding and behavior. Managers need to look closely at these because they impact on how we work with others, he said. To create and sustain an environment that supports diversity, Williams recommended creating cross-functional teams, delegating fairly, evaluating performances objectively and supporting efforts for professional development.

“Either we’re pulling together or we’re pulling apart,” Williams concluded. “There’s no in-between.”

Kristine Allaman, Director of the Strategy and Integration Directorate at HQ USACE led the professional development segment of the workshop. Ably assisted by Margaret Tindal, Human Resources Development Team Leader, HQ USACE, Allaman explained how finding out about one’s strengths can help with diversity. Using the *Talent Equation* of  $Be + Know + Do + Learn = Strength$ , everyone can focus on his/her strengths to work faster, be

more productive, and get personal satisfaction for a job well done, she said.

Tindal proposed the following strategies for turning talents into strengths: know your talents, value talents, have a personal mission, develop caring relationships, review successes, practice talents. “Be a mentor, for teaching leads to learning,” she said.

Defining a learning organization as one that learns from experience what works and what doesn’t, Allaman said, “The goal of learning is to increase innovation, effectiveness and performance. Studies have found that strengths get stronger if they are encouraged. Locate talents and strengths and maximize them to get the best leaders. It is important that you focus on your strengths and manage around your weaknesses.”

At the conclusion of this session, each participant received a copy of the book *Now, Discover Your Strengths* by Marcus Buckingham and Donald O. Clifton.

As summed up by Beranek at the conclusion of the workshop, “Whatever you’re doing today, you may be doing something else tomorrow to help warfighting. You need a diverse set of talent and tools to be able to perform these operations throughout the U.S. Army Corps of Engineers. This is why we need to celebrate our differences.”

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Alexandra K. Stakhiv is the editor of the *Public Works Digest*. **PWD**



## 2005 DoD Fire and Emergency Services (F&ES) Awards Program

The annual DoD Fire and Emergency Services (F&ES) Awards Program is held under the auspices of the Principal Under Secretary of Defense, Acquisition, Technology, and Logistics. DoD presents awards for the best fire department, military and civilian fire fighter and fire officer, and heroism categories during the annual DOD awards banquet that culminates activities of the joint DoD/International Association of Fire Chiefs (IAFC) training conference.

All garrisons will send subject nomination packages covering calendar year 2004 directly to their responsible IMA Region by 15 April 2005. Regions will select one winner in each of the six (6) categories and send these nomination packages to the Director, Installation Management Agency (IMA), ATTN: SFIM-OPS-ES, 2511 Jefferson Davis Highway, Arlington, VA, 22202, by 2 May 2005. HQ IMA, in coordination with OACSIM, will make the final Army selections (six winners and six runners-up), and OACSIM will forward the final submission packages to DOD by 1 June 2005.

Nominating agencies must ensure that:

- (1) All nominees meet DoD Fire Fighter Certification requirements cited in the award criteria.
- (2) Include on the cover letter the last 4 digits of the Social Security Number or ID number for foreign national nominees so that certifications can be independently confirmed using the Fire & Emergency Services Certification Program Lookup System.
- (3) All military firefighters are clearly identified and properly considered for nominations. With a number of deployments and rotations this past year, this will again be a special challenge.
- (4) All nominations are in the proper format.
- (5) Fire departments use their local public affairs office to assist with the preparation of nomination packages. Nomination packages that do not meet these requirements will be rejected.

ACSIM requires each Region to submit a minimum of one nominee for each of the six categories to HQ IMA, with the exception of the Fire Fighter Heroism Award.

Acts of heroism are by their very nature rare, so nominations in this category should only be submitted for individual or team acts that meet the "above and beyond the call of duty" requirements outlined in the awards criteria.

The Army will hold a formal F&ES Awards luncheon on Monday, 15 August 2005 at the DoD/International Association of Fire Chiefs (IAFC) Conference in Denver, Colorado, at the Adam's Mark Hotel. At that time, OACSIM will present the six (6) winners and six (6) runners-up with their awards prior to the DOD Awards Ceremony on 16 August 2005, where the DOD winners will be announced.

The Army is the project manager for this year's DoD/IAFC conference and senior Army leaders will present DoD awards at this year's banquet. Component nominations to DOD are due by 1 June 2005. Fort Bragg won last year's 2004 DOD fire department of the year award.

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[bruce.park@us.army.mil](mailto:bruce.park@us.army.mil) **PWD**

## 2005 Department of Defense Fire & Emergency Services (F&ES) Training Conference

This conference is endorsed by the Principal Under Secretary of Defense, Acquisition, Technology, and Logistics and will be held in conjunction with the International Association of Fire Chiefs (IAFC) conference in Denver, Co., 11-16 August 2005. The key topics are F&ES response to WMD, mass casualty events, Hazardous Materials/Global War on Terrorism/Chemical Biological, Radiological, Nuclear, and High-Yield Explosive (HAZMAT/GWOT/CBRNE) training/safety, and federal/state/local government coordi-

nation on emergency operations.

The Army is project manager for this year's DoD activities which will culminate in a DoD Awards Banquet on 16 August 2005 where the "best of the best" will be recognized.

The Army also conducts an "Army Day," and each IMA region will hold sessions with their respective fire chiefs to discuss key staffing, equipment, and key consequence management issues. The Army will hold a separate Awards luncheon prior to the DoD Awards ceremony.

Participation by the fire chiefs in this unique annual forum will keep them abreast of the latest Army policies and programs and Army recognition of the superior self sacrifices made by our F&ES "first responder" community. Senior Army leadership, fire chiefs/senior representatives from 150 installation/garrison fire departments, some garrison commanders, regional and HQ F&ES managers are expected to attend.

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## NEPA training sessions offered

*U.S. Army Environmental Center*

**P**resentations on the National Environmental Policy Act (NEPA) will take place in conjunction with the U.S. Army Range and Training Land Program (RTLTP) Symposium, May 9 -12 in Chesapeake, Va.

The breakout sessions will address joint services issues and environmental planning on Army ranges. The theme for the sessions is "On the Threshold of Significance." Topics include Joint National Training Capability and Environmental Planning, the Air Force Automated 813 Report, and Army Modularity NEPA Document

The NEPA sessions will coincide with the RTLTP symposium presentation schedule. Tuesday afternoon and Wednesday morning sessions will be held for NEPA practitioners. A half-day session for range officers will take place on Wednesday afternoon. A full day training session on Cumulative Effects Assessment is scheduled for Thursday.

This year marks the third year NEPA sessions will be held in conjunction with the Department of Army's Sustainable Range Program. The symposium lets subject matter experts from Army installations, major Army commands, and training land managers and their staff share information and interact with each other. Members from all branches of service can attend.

For more information regarding the NEPA breakout sessions, contact the U.S. Army Environmental Center Environmental Planning Support Branch at 410-436-2570. Information including registration and conference details for the RTLTP training symposium can be found on the U.S. Army Training Support Center web site, <http://www.atsc.army.mil/ltd/>.

POC is Lisa Booher, USAEC Environmental Planning Support Branch, (410) 436-2570. **PWD**

## Register now for ISTD courses

**T**he Installation Support Training Division (ISTD) in Huntsville, Alabama, has vacancies in the following training courses:

### **CRS # 981, DPW Budget/JCA**

Session 05-01

Dates: 26-29 Jul 05

Location: Huntsville, AL

Tuition: \$1,200

This course is for Personnel working at a installation DPW as a Budget Chief, Budget Analyst, Budget Assistant, Resource Management (RM) Branch, or other personnel responsible for financial management of Installation Real Property Maintenance Activity (RMPA) Resources. The course provides a concentrated look at the Integrated Facilities System (IFS) Job Cost Accounting (JCA) module's role as a tool to manage the financial aspects of work accomplished by the DPW.

### **CRS # 989, DPW Management Orientation Course (DPWMOC)**

Dates: 09-19 Aug 05

Session 05-02

Location: Alexandria, VA

Tuition: \$1,200

This course provides an orientation for new DPW managers and key DPW Staff personnel. This course covers DPW Ground Rules, DPW Organization, Financial Management, Work Management, Information Technology, Garrison Commander's Perspective, Installation Status Report, BASOPS Service Costing & Requirements Generation, IMA Work Force Development, Army Family Housing, Information Technology Initiatives, Real Property Master Planning, Project Classification & Approval, Acquisition Principles, Acquisition Process (Contracting), Plans & Operations, Environmental Management, CP-18 Career Management, Facilities, and Competitive Sourcing Strategies.

*To see entire course description on these courses, got to: <http://pdsc.usace.army.mil>. To register for these course sessions, please call Sherry Whitaker, (256) 895-7425, or send fax to 256-895-7469. Credit Cards are accepted for these training course sessions. For questions on these courses or on-site training sessions, please contact Beverly Carr, Course Manager, (256) 895-7432.*

**PWD**

## Statement of Work course scheduled

**M**SC Associates, Inc. is pleased to announce that the SOW/S00 course in May is a go! We still have some vacancies in this session of 445 in Las Vegas. If you or someone you know would like to attend this session, you may register online at [www.msca.com](http://www.msca.com).

### **Course Description:**

This course is designed for the Contracting Officer Representatives (COR), Quality Assurance Personnel, and other contracting and functional personnel, who may be responsible for preparation of the requirement package for a service contract. Multiple attendees from a single installation may be grouped together for work on a requirements package of interest to the group. For each group of 5 or 6 students, a notebook computer loaded with notional SOW/SOO documents will be available in class for group use in developing the requirements package. Each group will be requested to bring to class a project description with supporting documentation, to the extent possible, in an electronic format to serve as the basis for workshops and practical exercises. Sample electronic files for SOO and SOW documents will be available for student use in the workshops and practical exercises if needed. A complete SOO/SOW (or at least a draft of a comprehensive outline for one) will be prepared in class.

- Day one presents an overview of the PBSA approach to service contracting.
- Day two addresses the systems approach to job analysis for identifying requirements.
- Day three covers the requirements for a Statement of Work and a Statement of Objectives and discusses when to use one or the other. Development of both the SOW and SOO is addressed in detail.
- On day four, the previous day's workshop continues and the Statement of Work and Statement of Objectives specific requirements are developed.
- Day five ends at noon. The morning is devoted to a presentation by each group to show what was accomplished. Disk copies of all products prepared by all groups are made and exchanged as desired so that each group has a copy of all documentation prepared in class. The course is concluded with a review and a post-test which is critiqued in class.

The complete MSCA training schedule for the remainder of the year is posted on the internet at [www.msca.com](http://www.msca.com).

POC is James E. Hutcheson, (703) 242-7928, e-mail: [msca@msca.com](mailto:msca@msca.com). **PWD**



## Eugene (Gene) O'Neill

### *IMA Housing Branch Team Leader*

*by Alexandra K. Stakhiv*

Eugene (Gene) O'Neill is the IMA Public Works Division's newest addition. As the IMA Housing Branch Team Leader, he's been on the go since his arrival and has already visited SWRO, EURO, Fort Drum, Fort Hood and Fort Sam Houston. If you're located at KORO, PARO, NWRO or SERO, look for Gene as he'll be visiting your Housing office soon. From now on, he'll be working closely with all the IMA Regions, especially on matters concerning the Family Housing and Unaccompanied Personnel Housing (UPH) programs as well as Residential Communities Initiative (RCI) program, to help resolve project and funding problems.

Gene's career began in 1969, when he joined the U.S. Navy, serving aboard two nuclear-powered submarines and earning a commission from the U.S. Navy Officer Candidate School. He is currently retired from the U.S. Navy Ready Reserve.

Gene has worked for DoD in the Housing field since 1984. His civil service career began at Navy Supply Corps School, a very small installation in Athens, Ga., with only 56 Housing units. Here Gene was forced to learn *all* aspects of Housing management since this was an office of *one*.

After four years, he was promoted to Housing Manager at the Naval Training Center (NTC), Orlando, FL, where he inherited a staff of 11 Housing personnel, 976 Housing units and a BRAC closure action. For the next five years, he performed a wide variety of day-to-day Housing management actions as well as developing the Family Housing closure plan.

"When the NTC Orlando Housing Office closed in 1995, I joined the Southern Division, Naval Facilities Engineering Command in Charleston, SC, where I was the point of contact for Installation Housing Offices on matters regarding policy



*Eugene (Gene) O'Neill*

guidance, budgeting and housing renovations projects," Gene said. "This is where I really learned all about Headquarters functions."

In 1998, he transferred to Europe and went to work at Naval Support Activity, Naples, Italy, as the Deputy Housing Director, overseeing the operation of both the Family and Bachelor Housing programs during a major build-to-lease program that was already underway.

"I was enjoying my stay in Europe but when the opportunity arose to transfer to the U.S. Army and work for the newly-created Installation Management Agency (IMA), I jumped at the chance," Gene recalled. "From 2000 to 2003, I worked on numerous projects for IMA Europe, including Direct-to-Home AFN Satellite TV, European Customer Satisfaction Surveys, the Public Works Restructuring Initiative, and Furnishings Policy issues."

Upon completion of his overseas tour, Gene returned to the States and joined the Assistant Chief of Staff for Installation Management (ACSIM), where he was the

primary action officer on all Family Housing inventory acquisition, conversions, diversions and disposal actions.

"While I was with ACSIM, I worked on the Family Housing Inventory a lot," said Gene, "collecting input from the installations and refining raw data. The inventory is very important because it's a big factor in the POM process and getting funding for Family Housing. This was an eye opening experience for me as I had never been exposed to this high level of planning, programming and budgeting for Family Housing. Oh, I had done the budget at an installation but I never really experienced the big picture of POM development until now."

"I'm looking forward to this opportunity to work at Headquarters Installation Management Agency. I believe that my experience at small and large installations as well as Regional Headquarters gives me some well rounded exposure to the military Housing programs, and I plan to apply it towards making Housing better for all," Gene concluded.

As he settles into his new job as the IMA Housing Team Leader, Gene will be putting his education as well as experience to good use. He holds a Bachelor of Arts degree in Business Administration from Ramapo College of New Jersey, NJ, and a Master's degree in Business Management from Central Michigan University, MI, as well as an Associate's degree from Bergen Community College, NJ. He is also registered with the National Association of Home Builders as an Apartment Manager and certified by the Professional Housing Management Association as a Defense Housing Director, Defense Housing Professional, and Defense Housing Manager.

You may reach Gene at (703) 602-0142 or e-mail: [eugene.oneill@hqda.army.mil](mailto:eugene.oneill@hqda.army.mil). **PWD**



DEPARTMENT OF THE ARMY  
WASHINGTON DC 20310-0200

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## 2005 Earth Day Message

We are a nation at war. The need to protect our homeland has never been clearer. To ensure America's security, the Army is aggressively transforming into a relevant and ready strategic joint force with expeditionary capabilities. These capabilities enable us to win battles today while we prepare for the challenges of the future.

The American Soldier stands as the centerpiece of this effort.

Soldiers are the Army's most precious resource. They can be most effective only when we provide them the means to prepare for action. We must provide them a realistic training environment in which they can test their equipment, hone their skills, and prepare for combat. They deserve a healthy environment in which they and their families can live safely. We must nurture the environment with an eye toward partnerships so that our neighbors understand and support our mission.

The Army's Strategy for the Environment establishes a long-range vision that focuses efforts that sustain our mission. For success in the global war on terrorism we must carry out our responsibilities for the long-term. The land, air, and water resources we work and train on are vital to both our present and future missions. We must use those resources wisely in a manner that reflects our devotion to duty and respect for the needs of tomorrow's Soldiers.

Over the past 35 years, the Army has joined the Nation in celebrating Earth Day on April 22. The Army's Earth Day theme this year, "Sustaining the Environment for a Secure Future," reflects our commitment to meet the current and future needs of Soldiers, their families, and the Nation through the sound stewardship of environmental resources. This commitment belongs to every member of the Army team – every Soldier and family member, every retiree and veteran, and every civilian employee and contractor. Success requires that we each do our part.

Again this year, Earth Day is an opportunity to rededicate ourselves to stewardship of the environment and partnering with local communities to Sustain the Environment for a Secure Future. I urge that you join the Army family in celebrating our long history and many achievements in caring for our environment.

Peter J. Schoomaker  
General, United States Army

Francis J. Harvey  
Secretary of the Army